

PROJECT MASTER

USER GUIDE

REGULAR VERSION

UK VERSION

Version 2.0

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Project Master Version 2.0
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TABLE OF CONTENTS

1. About Project Master	6
Benefits	6
Features.....	6
2. System Requirements.....	7
3. Getting Started	7
4. Project Master Template Structure	9
Workbook Structure and Custom Toolbars.....	9
Worksheet Functions.....	10
5. Working with Project Master	11
SummaryReport Sheet.....	11
Schedule Sheet.....	13
Cost Sheet.....	19
ChangeControl Sheet.....	22
RiskRegister Sheet.....	24
IssuesRegister Sheet	26
ScheduleReports and CostReports Sheets	28
PerformanceCharts Sheet	29
Holidays Sheet.....	30
UserSheet1, UserSheet2, UserSheet3.....	31
6. Saving and Backing up Your Project Files.....	32
7. Frequently Asked Questions (FAQ).....	33
Installation Problems	33
Error Messages.....	33
Its Not Working.....	35
8. How to Contact Us	37
9. Index.....	38

1. About Project Master

Benefits

Congratulations on your purchase of Project Master. Project Master is your one stop solution to managing your project schedule, costs, risks and issues. It is especially suited for managing small to medium-sized projects. By using Project Master you can:

- save several hundreds of dollars through avoiding the purchase of dedicated high-end project management software
- save many hours work and the frustration of learning an overblown and complex project management program
- keep you and your project team members informed with a range of automated reports
- keep on top of your project with up-to-the-minute automated progress charts
- update or report on your project anywhere, anytime without the need for dedicated project management software

Almost every business nowadays has the Microsoft Office suite of products with Microsoft Excel installed on their computer. It makes sense to leverage off the software that you already have to benefit from a relatively inexpensive and easy to use project management tool.

Features

In spite of its small size, Project Master is packed with features whilst retaining the familiarity of the Microsoft Excel interface and functions. Features include:

- automatic calculation of task start and end dates allowing for weekends and public holidays
- automatic display of Gantt Chart (project schedule time line)
- ability to record and display project milestones
- ability to track project changes, risks and issues
- automatic generation of schedule and expenditure tracking charts
- automatic generation of a variety of reports, including team member task lists, task status report, expenditure status report and budget variance report
- automatic generation of one page project report summary
- preset formats for all sheets, reports and charts ready for printing
- provision for you to add your own charts and reports
- substantial error proofing to maintain data integrity
- project file small enough to compress onto a diskette
- ability to update your project file almost on any PC anywhere, anytime
- handles up to several hundred task and cost items
- handles projects of up to two years' duration

2. System Requirements

The Project Master template and sample project file are not standalone programs. They require Microsoft Excel installed on your computer to display and use this tool. Versions of Microsoft Excel that will open the template and sample files are Excel 97, Excel 2000, Excel 2002 (XP) and Excel 2003.

Operating system requirements are Microsoft Windows 98, Windows Me, Windows 2000 or Windows XP.

Hardware requirements are any IBM PC or IBM PC compatible computer capable of running at least one of the above versions of Microsoft Windows and Microsoft Excel for Windows. This template and sample project file cannot be opened with Microsoft Excel for Macintosh. If you received the Project Master files on diskette or CDROM, you will need a floppy disk drive capable of reading 1.44 megabyte diskettes or a CDROM drive. You will also need at least 5 megabytes of free hard disc space.

The template and sample project file are best displayed with a screen resolution of 800 by 600 or above.

3. Getting Started

To use Project Master effectively, you will need at least a basic understanding of Microsoft Excel. If you are currently a beginner in Excel or have had no previous experience, there are a number of helpful books and Excel courses available to suit the beginner all the way through to advanced users. This User Guide assumes that you are at least familiar with the basics of working with Excel and spreadsheets.

Similarly, this guide assumes that you have at least a basic understanding of what is required in managing a project. To find out more about project management principles and methods, visit the following websites.

Project Management Institute	www.pmi.org
International Project Management Association	www.ipma.ch
Institute of Project Management of Ireland	www.projectmanagement.ie
Australian Institute of Project Management (AIPM)	www.aipm.com.au

In order to help you get on the road to managing your project with Project Master as quickly as possible, we have included a sample project file. The sample file is fully functional and records a complete project, demonstrating all of the features of Project Master. We encourage you to make changes to the schedule, costs, and so on, and see the impact on timelines, charts and reports. The two points of difference between the sample file and the template are that (a) you cannot save any changes you make to the sample project and (b) the current date is artificially fixed in the sample project file to 20 March 2003. Under no circumstances use the sample project file to run an actual project.

Note which version of Project Master you received. The regular version is setup to use the dollar symbol (\$) throughout. The UK version is setup to use the pound symbol (£) throughout.

The regular version of Project Master consists of the following four files:

ProjectMasterTemplate.xls	The Project Master template
ProjectMasterSample.xls	The Project Master sample project file
QuickStartGuide.txt	The Project Master Quick Start Guide
ProjectMasterUserGuide.doc	The Project Master User Guide (the manual you are reading)

The UK version of Project Master consists of the following four files:

ProjectMasterUKTemplate.xls	The Project Master template
ProjectMasterUKSample.xls	The Project Master sample project file
QuickStartGuide.txt	The Project Master Quick Start Guide
ProjectMasterUserGuide.doc	The Project Master User Guide (the manual you are reading)

These files are compressed into a single installation file named *projmasttemp.exe*, *projmastsamp.exe* or *projmastall.exe* depending on whether you acquired the template only, the sample project file only or both. If you received the UK version, the filenames are *projmastuktemp.exe*, *projmastuksamp.exe* or *projmastukall.exe* respectively. Note that the fully documented Project Master User Guide is not shipped with the free sample project file. It is available for download from www.businessperform.com

To Install and Start Project Master

You may have downloaded the Project Master installation file from our internet site, received it on diskette or CDROM or via email. However you received it, to get started, follow the steps below:

1. Go to the location that contains the Project Master installation file (e.g., A: or D:)
2. Double click on the installation file (*projmasttemp.exe*, *projmastsamp.exe* or *projmastall.exe* or the equivalent UK version).
3. Follow the prompts. The Project Master files will be decompressed automatically to a directory named \BP-ProjectMaster (or \BP-ProjectMasterUK) on your local hard disc.
4. Read the Quick Start Guide now or read it later.
5. Icons are installed on your desktop to give you easy access to our internet site and the Project Master template/sample project file.
6. To open the template or sample project file, either:
 - a) click on its associated desktop icon or
 - b) start up Microsoft Excel, select **File | Open** from the main menu, locate the template or sample project file in the \BP-ProjectMaster (or \BP-ProjectMasterUK) directory and select **Open**.
7. If a dialog box appears asking you if you want to enable macros, select the **Enable Macros** button.
8. If a *circular reference* message appears, click on the Cancel button and continue.

Congratulations, you are now ready to begin learning more about Project Master and managing your project. **[NOTE: When using Project Master, it is advisable to close down other Excel workbooks.]**

If you encounter any problems during the installation process, please consult the items under Installation Problems in the FAQ section on p. 33 of this guide.

4. Project Master Template Structure

Workbook Structure and Custom Toolbars

The Project Master template consists of thirteen sheets, with the summary report sheet appearing first. The schedule and cost data sheets appear next. This is where you will enter most of your project data. Then will appear the three registers where you may track project change requests, risks and issues. Following this will be the two report sheets for schedule and cost and the performance charts sheet. Near the end will be the holidays sheet for recording public holidays and lastly, the three user defined sheets.

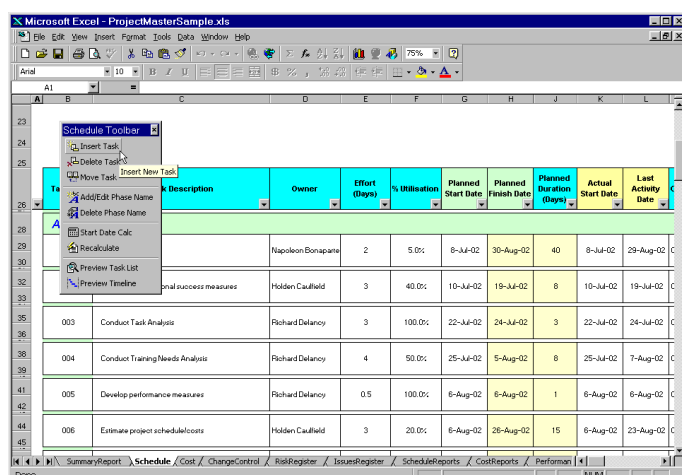
The structure of the workbook is fixed so that sheets may not be deleted or reordered. There is a lot happening behind the scenes in Project Master such that any changes to the workbook structure may adversely impact its operation. However, there is sufficient scope for you to customize existing charts and reports and to add your own if you so wish.

Use Excel's standard features to present your project the way you want – with filtering, search, print area, freeze panes and so on. If you are not already familiar with these features, look them up in Excel's Help so that this template will serve your purposes even more.

Our fundamental philosophy behind designing the template was to make it modular, giving you, the user, the flexibility in deciding which functions you wanted to use and which to leave aside. For example, you may have no costs associated with a project. In that case, you may ignore totally the cost sheet. Similarly, you may not need or want to track project changes, risks or issues. In that case, simply ignore these sheets. Ignoring sheets or functions will have no impact on what you do use. In this way, the template is as complex as you want it to be and you have no steep learning curve to negotiate.

Each sheet in the Project Master template contains its own context specific toolbar and is located near the top of the Excel window. As you move from sheet to sheet, you will notice that the Project Master template will display the toolbar appropriate for the selected sheet. You can move the toolbar by clicking on the move handle and dragging it to a new location. You can dock it at the left, right or bottom edge of the window or leave it floating. If you are using a low screen resolution, not all of the toolbar buttons may be visible. In this case, it is advisable to float the toolbar so that all of the buttons can be seen. Illustrated here is an example of a floating toolbar on the **Schedule** sheet.

There is also a substantial amount of error proofing built into the template. For example, the template will not allow you to enter a task Finish Date earlier than the task Start Date or allow you to overwrite data validation settings.



Worksheet Functions

The following is a brief description of each of the sheets contained in the template.

SummaryReport Sheet

Displays on a single page project summary statistics and performance data for the project, including schedule, cost, changes and issues.

Schedule Sheet

Task schedule list displaying details for each task, including task description, task owner, effort, utilisation, duration, planned start and finish date, actual start and finish date and task status. Includes a task calculator for calculating task start and finish dates and a project milestone schedule. A project timeline (Gantt Chart) is generated automatically ready for printing. Also includes a monthly calendar selectable by year and month.

Cost Sheet

Project costs table displaying details for each expenditure item, including date, expense description, invoice details, status, budgeted amount, actual amount and variance. A visual project cost profile is generated automatically ready for printing.

ChangeControl Sheet

Change Request Register for monitoring and controlling project changes. Lists request details, including date raised, change description, impact, status, assessor, due date, decision date and action required.

RiskRegister Sheet

Risk Register for monitoring and controlling project risks. Lists risk details, including risk description, consequence, likelihood, strategy, owner, due date and mitigation action. Risk rank is calculated automatically.

IssuesRegister Sheet

Issues Register for monitoring and controlling project issues. Lists issue details, including date raised, issue description, priority, status, owner, due date, close date and resolution action.

ScheduleReports Sheet

Automatically generated schedule reports including:

1. Task Details Sorted by Task Owner
2. Task Details Sorted by Planned Start Date
3. Task Details Sorted by Status

CostReports Sheet

Automatically generated expenditure reports including:

1. Expense Details Sorted by Date
2. Expense Details Sorted by Status
3. Variance Details Sorted by Date

PerformanceCharts Sheet

Automatically generated project performance charts including:

1. Cumulative Project Effort – Planned versus Actual
2. Cumulative Project Expenditure – Planned versus Actual

Holidays Sheet

Public Holiday list displaying all weekdays not included in project task duration calculations.

UserSheet1, UserSheet2 and UserSheet3 Sheets

User definable sheets for Project Manager or project team members to enter project details or to define project reports or charts.

The next several sections will now take you through each of the Project Master sheets, explaining in detail their function and use. You may find it beneficial to read these instructions whilst reviewing the sample project file.

5. Working with Project Master

SummaryReport Sheet

SummaryReport Sheet Structure

This sheet displays a summary report of your project in one printable page. The report is designed to be concise and to provide a snapshot of the current state of your project suitable for presenting to team members during team meetings, to stakeholders or to the steering committee.

The report data is collected automatically from the various sheets in your project file and assembled here. As explained below, the only data fields in which you need to enter information are contained in the first section of the report.

The Summary Report is divided into four sections:

1. Project Definition
2. Schedule
3. Cost
4. Changes and Issues

SummaryReport Contents

Section 1: Project Definition

This is the only section of the report in which you need to enter information. Enter your project details here as follows:

Project Name:	A short and unique name for you project, preferably not more than two or three words.
Project Description:	A short description for your project of not more than one line in length.
Baseline Version:	The current version of this spreadsheet against which project performance will be measured.

The Project Name and Baseline Version that you enter here will appear automatically at the top of the other sheets and on any sheet printouts that you make. You may change the details that you enter here at any time.

Section 2: Schedule

For an explanation of the statistics and progress details in this section of the report, see the **Schedule** reports section on page 17 of this guide.

Section 3: Cost

For an explanation of the statistics and progress details in this section of the report, see the **Cost** reports section on page 21 of this guide.

Section 4: Changes and Issues

This section collects the following information from the Change Control and Issues Register sheets of your project:

Change Requests

No. of Pending Change Requests: The total number of change requests currently open.

No. of Approved Changes: The total number of approved change requests.

No. of Rejected Changes: The total number of rejected change requests.

Outstanding Issues

No. of High Priority Issues: The total number of high priority issues currently open.

No. of Medium Priority Issues: The total number of medium priority issues currently open.

No. of Low Priority Issues: The total number of low priority issues currently open.

Previewing and Printing the Report

To preview the report for printing, select the **Preview Status Report** button on the **SummaryReport** toolbar. You may change the page setup as you wish. When you are satisfied with the way the report looks, click on the **Print** button on the Print Preview screen.

If you set Excel's Calculation option to Manual or you have recently entered new data and you want to ensure the report is up to date, select the **Update Status Report** button on the **SummaryReport** toolbar.

User Customization

The **SummaryReport** sheet is password protected. However, you may customize the page setup. The page setup options are accessible through the **Page Setup** command on the **File** menu located on the main menu bar.

Schedule Sheet

Schedule Sheet Structure

The basic layout of the Schedule sheet has the schedule reports with schedule summary statistics at the top left of the sheet. At the top right of the sheet is contained the project milestones schedule, milestones summary report and the monthly calendar.

Under the reports on the left hand side of the sheet is the data table for task details. To the right of this is the schedule timeline (Gantt Chart). The schedule reports and timeline are updated dynamically as you enter schedule data. A list of hyperlinks is located at the top of the sheet to help you navigate to the various reports easily.

Task List

The schedule data table contains a number of fields. The fields that are calculated automatically are indicated with pale yellow shading. Do not be afraid to enter data freely as calculated fields are protected from inadvertent typing. If you accidentally type or copy data into a calculated field, you will see a warning message and your action will be cancelled.

IMPORTANT! Before entering task details on the **Schedule** sheet, select the **Holidays** sheet. Update the table labeled **Public Holidays** with the dates that are non-working days for your current project. The **Schedule** sheet uses these dates to calculate for each task **Planned Start Date**, **Planned Finish Date**, **Planned Duration** and **% Effort Used**. Without these dates entered accurately, task details and schedule reports will not reflect the non-working days for your particular project.

Each task in your project schedule occupies one row of the Task List. Begin by entering your project task details in the Task List. The fields in the Task List are explained below.

Task I.D.:	A unique identifier for this task. Accepts a combination of alpha and numeric characters and spaces. If you enter a Task I.D. identical to one already entered, an error message will alert you and your entry will be cancelled.
Task Description:	A short description of the task.
Owner:	The project team member responsible for completing this task.
Effort (Days):	The number of estimated working days required to complete this task. Unit is working days and valid values are 0.1 to 999.9.
% Utilisation:	The estimated percentage of time that project team member will spend completing the task. Valid values are 0.01 to 1.0 or 1% to 100%.
Planned Start Date:	The date that work on the task is due to start. Valid formats are 30/5/03, 30-5-03 and 30 May 03. [Note: If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]
Planned Finish Date:	The date that work on the task is due to finish. This is calculated automatically from values entered in the Effort , % Utilisation and Planned Start Date fields and the days listed in the Public Holidays list on the Holidays sheet.
Planned Duration (Days):	The number of working days (elapsed time) required to complete the task. This is calculated automatically from values in the Planned Start

Date and the **Planned Finish Date** fields and the days listed in the Public Holidays list on the **Holidays** sheet.

Actual Start Date: The date that work on this task actually began. If you enter an **Actual Start Date** later than the task **Last Activity Date**, an error message will alert you and your entry will be cancelled.

Last Activity Date: The last date that work on this task was actually done. If you enter a **Last Activity Date** earlier than the task **Actual Start Date**, an error message will alert you and your entry will be cancelled.

Task Completed Sign-off: The completion status of the task. Select a value from the drop down list. Values are “Completed” and “Not Completed”. Default value is “Not Completed”. This field is used by the **Task Status** field and by the timeline generator to indicate completion status and schedule performance.

% Effort Used: The proportion of the planned number of working days used to date for this task. This is calculated automatically from values in the **Planned Start Date, Planned Finish Date, Actual Start Date** and **Last Activity Date** fields and the days listed in the Public Holidays list on the **Holidays** sheet. The calculation is only approximate as part days of planned and actual activity are rounded up to the nearest whole day.

Task Status: The completion and performance status of the task. Status is displayed automatically from values entered in the **Planned Finish Date, Last Activity Date** and **Task Completed Sign-off** fields. If the task is flagged as not completed and the last activity date is the same as or before the planned finish date, the task is indicated as “In Progress”. If the last activity date is later than the planned finish date, the task is indicated as “Overdue”. If the task is flagged as completed and the last activity date is the same as or before the planned start date, the task is indicated as “Completed On-time”. If the last activity date is later than the planned finish date, the task is indicated as “Completed Late”.

Display: The type of information displayed in the task’s timeline bar. “Planned” indicates the weeks for which effort is planned for that task. “Actual” indicates the weeks for which effort is actually expended for that task.

You may add your own notes to tasks, task owners and so on by using Excel’s standard comments feature. Go to the cell where you want to add a note and select **Insert | Comment** from the main menu bar (or right-click on the cell and select **Insert Comment** from the drop down menu). To find out more about Excel’s comments feature, search on “comment” in Excel’s help.

The arrow appearing in each field name is Excel’s standard filter arrow. Use these to filter the schedule data table to show only the items that you are interested in. For example, to show only those tasks where Richard Delancy is the task owner, click on the filter arrow in the **Owner** field and from the drop down list select Richard Delancy’s name. To display only those tasks that are overdue, click on the filter arrow in the **Task Status** field and select Overdue from the dropdown list. The filter arrow for that field will turn blue to indicate that the list is currently filtered.

You can also apply a custom filter. For example, to display only those tasks where the planned start date is between 1 June 2002 and 31 December 2002, click on the filter arrow in the **Planned Start Date** field and select Custom Filter from the drop down list. Enter the respective dates in the Custom Autofilter dialog and click on the OK button. You can also filter on more than one criterion by simply filtering one other field whilst the first field is filtered. Don’t forget to turn filtering off when you have finished by selecting (All) from the dropdown list on the filter arrow. To find out more about Excel’s filtering feature, search on “filter” in Excel’s help.

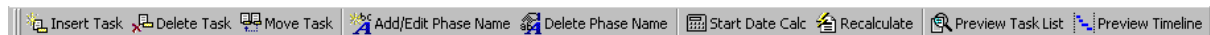
Schedule Timeline

The timeline to the right of the Task List paints the timeline for each task as the task details are entered. Each task has two plots; one for its planned activity dates and a second for its actual activity dates. Planned activity dates are painted with a light blue line. Tasks currently incomplete and within the planned schedule are shown in green. Tasks completed on time and completed late are painted with a mauve line whilst incomplete tasks currently overdue are depicted in red.

Activity periods are in one week increments, as shown on the timeline header. The week ending is the Sunday at the end of each weekly project period. The initial and all subsequent periods shown on the timeline header are calculated automatically from the task details you enter on the schedule data table. The current week period is shown with green shading. The timeline header also shows the number of planned tasks and the number of actual tasks for each week period. To display only the planned tasks or only the actual tasks, filter the list using the **Display** field as discussed above.

Schedule Toolbar

To preview how the Task List or the timeline will look when it is printed, click on the **Print Task List** or **Print Timeline** button on the **Schedule** toolbar. The **Schedule** toolbar provides ready access to a number of functions to help you manage and display your project schedule. If all of the schedule buttons in the **Schedule** toolbar shown here are not displayed, float the toolbar in the **Schedule** sheet window.



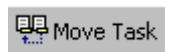
The function of each of the toolbar buttons is described below:



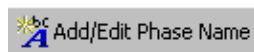
Inserts a blank task row above the selected task. The Project Master template is supplied with twenty task rows. As you find you need more, select a **Task I.D.** or **Task Description** cell and click on this toolbar button. A new task row will be inserted above the row that you selected. Do not add new task rows unnecessarily. Each blank task row contains many hidden formulae. Adding new task rows will only serve to increase your project file size with no added benefit.



Deletes a task row. To delete an unneeded task row, select a **Task I.D.** or **Task Description** cell and click on this toolbar button.



Moves a task row to a new location. To move a task, select the **Task I.D.** or **Task Description** cell of the task row that you want to move. You will be asked to confirm your selection. Then select the **Task I.D.** or **Task Description** cell of the new location. After you have confirmed your selection, the task row will be moved to the position **above** the last task you selected.



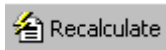
Adds or edits an existing project phase name. If your project has project phases, you may want to categorize your tasks on your Task List. To add a phase name, select the cell shaded green above the **Task I.D.** cell where you want to add a phase name. Enter the text of your phase name in the popup dialog box. The row in which the phase name appears will be shaded green so that it appears prominent. Have a look at the sample project file provided to see how phase names appear in the project schedule. Use this same toolbar button also to change an existing phase name.



Deletes a phase name entered earlier. If you decide you no longer need a phase name or wish to use this phase name in a new location, click on this toolbar button. After you confirm that you wish to delete this phase name, it will be deleted along with the phase row format.



Displays a popup Start Date Calculator for calculating a task start date when the other variables are known. See below for help on using the Start Date Calculator.



Performs a manual recalculation of all of the variables in the project schedule. Use this button if you have entered a number of new tasks and have set Excel's calculation mode to manual.



Previews how the Task List will look prior to printing. The preview and print areas accommodate automatically to the last entries in the list whether the list is filtered or not. Once in the Print Preview screen, simply set the print options for your particular printer and print media and click on the **Print** button. If a Task List page break occurs mid way through a task row, adjust the bottom page margin.



Previews how the schedule timeline will look prior to printing. The preview and print areas accommodate automatically to the last activities in the timeline whether the timeline is filtered or not. Once in the Print Preview screen, simply set the print options for your particular printer and print media and click on the **Print** button. If a Timeline page break occurs mid way through a Timeline row, adjust the bottom page margin.

Speeding Up Calculations

If your project is large with many tasks, you may find that you are waiting for a while for the template to calculate task details each time you enter a new task. To speed up data entry, you may want to turn off Excel's automatic calculation mode. To do this, select **Tools | Options** from the main menu bar and select the **Calculation** tab. In the **Calculation** section, select the **Manual** radio button. Just remember to turn the automatic calculation option back on when you have finished entering your tasks. If you are in manual mode, you may recalculate your workbook at any time by pressing **F9** or by clicking on the **Recalculate** toolbar button on the **Schedule** sheet.

Planned Start Date Calculator

The popup **Planned Start Date Calculator** is useful for calculating task start dates in those cases where you know when the task is required to be completed, how many days effort it will take to complete and the utilisation of the task owners. The calculator will determine when the task will need to start taking account of non-working days such as weekends and the days listed on the **Holidays** sheet. To display the calculator, click on the **Start Date Calc** button on the **Schedule** toolbar.

Planned Start Date Calculator

Known Values

Effort: 20
 % Utilisation: 100
 Planned Finish Date: 20-Mar-03

To calculate Start Date, enter Known Values and click Calculate.

Calculate Clear
 Exit

Unknown Value

Planned Start Date: 20-Feb-03

To paste Date to schedule, select cell and click Paste To:

Paste to: []

Enter your data for the task you wish to calculate in the *Known Values* section of the calculator. The explanation of each field is as follows:

- Effort:** The number of estimated working days required to complete this task. Unit is working days and valid values are 0.1 to 999.9.
- % Utilisation:** The estimated percentage of time that project team member will spend completing the task. Valid values are 1 to 100.
- Planned Finish Date:** The date that work on the task is due to finish. Enter date in the format 30/5/03, 30-5-03 or 30 May 03. [**Note:** If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]

Click on the **Calculate** button to display the result in the **Planned Start Date** field. You may paste the resulting start date in the Task List by clicking on the ellipses (...) next to the **Paste to:** button, selecting a **Planned Start Date** cell in the schedule table and clicking on the **Paste to:** button. If you select a cell other than a **Planned Start Date** cell, an error message will pop up and your action will be cancelled.

To clear all of the data entry fields or to start a new calculation, click on the **Clear** button. Once you have finished, click on the **Exit** button to hide the **Planned Start Date Calculator**.

Schedule Reports

The **Task Schedule Report** and **Task Completion Report** display project schedule statistics and schedule progress. The items in these reports are as follows:

- Project Start Date:** The earliest Planned Start Date entered in the Task List.
- Project Finish Date:** The latest Planned Finish Date entered in the Task List.
- The Planned Elapsed Time:** The total number of calendar days between the planned project Start and project Finish Dates. It includes non-working days such as weekends and Public Holidays.
- Planned Effort:** The total project effort expressed in days. It is the sum of all of the entries in the **Effort** field of the Task List.
- Average Task Duration:** The average of all of the entries in the **Effort** field of the Task List.
- Working Days to Project Finish Date:** The total number of days between the current date and the planned project Finish Date. It excludes non-working days such as weekends and Public Holidays.
- Actual Activities in Current Week:** The number of actual activities for the current week as recorded in the **Last Activity Date** field of the Task List.
- % of Planned Effort Used:** The proportion of the total number of planned working days used to date. The calculation is approximate only as part days of planned and actual activity are rounded up to the nearest whole day.

The statistics displayed in the **Task Completion Report** simply summarize the task status for all tasks as recorded in the **Task Status** field of the **Task List**. For ease of identification, the cell shading for each status type in this report corresponds to the cell shading in the actual **Task Status** field.

Project Milestones

Project Master is able to record, track and display project milestones up to a maximum of twelve milestones per project. Enter your project milestone details in the **Project Milestones Schedule** located at the top right of the **Schedule** sheet. Some milestone details are displayed automatically and hence require no user input. These cells are indicated with pale yellow shading. The fields in the milestones schedule and their explanation are as follows.

Milestone I.D.:	A unique identifier for this milestone. The I.D. is allocated automatically by Project Master once the Task I.D. of the associated task is entered in the milestone schedule. Milestone I.D.s are allocated consecutively from the range M1 to M12.
Milestone Description:	A short description of the milestone, typically the name of the deliverable that results from a project task or series of tasks.
Target Date:	The date that the milestone is expected to be reached. Valid formats are 30/5/03, 30-5-03 and 30 May 03. [Note: If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]
Actual Date:	The date that the milestone was actually reached. Valid formats are 30/5/03, 30-5-03 and 30 May 03. [Note: If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]
Task I.D.:	The I.D. of the task or end task of a series of tasks associated with a milestone. Enter the Task I.D. exactly as it appears in the Task List. A milestone cannot be associated with more than one task. If you enter a duplicate Task I.D. an error message will alert you and your entry will be cancelled.
Task Description:	The description of the task or end task of a series of tasks associated with a milestone. This is displayed automatically according to the Task I.D. entered.

The **Project Milestones Report** located to the right of the **Project Milestones Schedule** displays project milestone statistics and progress.

The project timeline (Gantt Chart) displays visually your milestones in a number of ways. Firstly, the **Milestone I.D.** and **Milestone Description** appear to the left of the timeline of the particular task associated with the milestone. Secondly, the **Milestone I.D.** appears in the timeline header in a header row titled **Planned Milestone**. This row shows the temporal locations and distribution of milestones throughout your project. Thirdly, the timeline for each “planned” and “actual” task associated with a milestone displays the **Milestone I.D.** in the appropriate week ending period. Review the sample project supplied with Project Master to see the various ways in which project milestones are displayed

You may also preview or print other reports on this sheet, such as the **Task Schedule Report**, **Task Completion Report**, **Project Milestones Schedule** or **Project Milestones Report**. To do so, select with your mouse the area that you want to print and select the **Set Print Area** command from the **File** menu on the main menu bar. Headers and footers will be inserted automatically into the previewed or printed page.

Monthly Calendar

To the right of the **Project Milestones Report** is a handy monthly calculator. Use this to look up days and dates as you are completing your project planning and reporting. To advance the calendar, simply click on the **Month** and **Year** slider control arrows or drag the slider button.

User Customization

The **Schedule** sheet is password protected. However, you may customize the page setup. The page setup options are accessible through the **Page Setup** command on the **File** menu located on the main menu bar.

Cost Sheet

Cost Sheet Structure

The basic layout of the **Cost** sheet has the **Cost Report** with expenditure summary statistics at the top left of the sheet. Under the report on the left hand side of the sheet is the data table for expenditure details. To the right of this is the budget expenditure line; a visual representation of the expenditure to date for each budgeted item. The budget expenditure line is updated dynamically as you enter cost data.

Cost List

The cost data table contains a number of fields. The fields that are calculated automatically are indicated with pale yellow shading. Do not be afraid to enter data freely as calculated fields are protected from inadvertent typing. If you accidentally type or copy data into a calculated field, you will see a warning message and your action will be cancelled.

Each cost in your project cost schedule occupies one row of the Cost List. Begin by entering your project cost details in the Cost List. The fields in the Cost List are explained below. (Note that for the UK version, £ is displayed in place of \$.)

Date:	The date associated with the cost item. The date you enter for a cost item is flexible and may be the invoice date or, if accrual accounting is used, the date the service was provided or product was delivered. Valid formats are 30/5/03, 30-5-03 and 30 May 03. [Note: If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]
Cost I.D.:	A unique identifier for this cost item. Accepts a combination of alpha and numeric characters and spaces.
Expense Description:	A short description of the expense.
Invoice No.:	The invoice number displayed on the vendor's supplied invoice. If an invoice is not issued, leave blank. Accepts a combination of alpha and numeric characters and spaces.
Status:	The purchase status of the cost item. Select a value from the drop down list. Values are "Ordered", "Invoice Rcvd", "Not Invoiced", "Paid" and "Refunded".

Budget:	The amount budgeted for this cost item. Valid number values are values greater than or equal to zero. The dollar symbol (\$) will be added automatically.
Actual:	The amount actually spent on this cost item. Valid number values are values greater than or equal to zero. The dollar symbol (\$) will be added automatically.
Variance (\$):	The difference between the actual and budgeted cost for the cost item, expressed in dollars (Actual minus Budget). Overbudget items are displayed in red.
% Variance:	The difference between the actual and budgeted cost for the cost item, expressed as a percentage of the budgeted cost. Overbudget items are displayed in red.

The arrow appearing in each field name is Excel's standard filter arrow. Use these to filter the Cost List to show only the items that you are interested in. For example, to display only those cost items that are ordered but as yet unpaid, click on the filter arrow in the **Status** field and select Ordered from the dropdown list. The filter arrow for that field will turn blue to indicate that the list is currently filtered.

You can also apply a custom filter. For example, to display only those budgeted items greater than 500 dollars, click on the filter arrow in the **Budget** field and select Custom Filter from the drop down list. Enter "is greater than" \$500 in the Custom Autofilter dialog and click on the OK button. You can also filter on more than one criterion by simply filtering one other field whilst the first field is filtered. Don't forget to turn filtering off when you have finished by selecting (All) from the drop down list on the filter arrow. To find out more about Excel's filtering feature, search on "filter" in Excel's help.

Cost Chart

The budget expenditure graphical area to the right of the Cost List paints an expenditure line for each cost item as cost details are entered. The Cost Chart provides a quick visual indication of budget results. The **Amount** increments in the header row of the chart adjust automatically according to the size of the budget and actual expenditure amounts. For example, if the most expensive item in your budget is 900 dollars (or pounds), the **Amount** header will increment in steps of 50 dollars (or pounds). On the other hand, if your most expensive item is 40,000 dollars (or pounds), the increments will be in steps of 2,000 dollars (or pounds).

For each cost item, the graph indicates budgeted amount. If no expenditure is against that item to date, the entire plot is shown in pale blue. The graph also indicates actual expenditure against each item. If the item cost is below the budgeted amount, the amount actually incurred is shown in dark blue. If the amount incurred is above the budget allocation for that item, the amount over budget is shown in red.

Cost Toolbar

To preview how the Cost List or the Cost Chart will look when it is printed, click on the **Print Cost List** or **Print Cost Chart** button in the **Cost** toolbar. The **Cost** toolbar provides ready access to a number of functions to help you manage and display your cost schedule. If all of the buttons in the Cost toolbar shown here are not displayed, float the toolbar in the **Cost** sheet window.



The function of each of the toolbar buttons is described below:

Insert Cost

Inserts a blank cost row above the selected cost item. The Project Master template is supplied with twenty cost rows. As you find you need more, select any cell within a cost item row and click on this toolbar button. A new cost item row will be inserted above the row that you selected. Do not add new cost item rows unnecessarily. Each blank cost item row contains hidden formulae. Adding new cost item rows will only serve to increase your project file size with no added benefit.

Delete Cost

Deletes a cost item row. To delete an unneeded cost item row, select any cell within a cost item row and click on this toolbar button.

Move Cost

Moves a cost item row to a new location. To move a cost item, select any cell within the cost item row that you want to move. You will be asked to confirm your selection. Then select any cell within the cost item row of the new location. After you have confirmed your selection, the cost item row will be moved to the position **above** the last cost item you selected.

Preview Cost List

Previews how the Cost List will look prior to printing. The preview and print areas accommodate automatically to the last entries in the table whether the list is filtered or not. Once in the Print Preview screen, simply set the print options for your particular printer and print media and click on the **Print** button.

Preview Cost Chart

Previews how the Cost Chart will look prior to printing. The preview and print areas accommodate automatically to the last cost items in the chart whether the chart is filtered or not. Once in the Print Preview screen, simply set the print options for your particular printer and print media and click on **Print** button.

If you have an extensive list of cost items, you may want to group your costs according to project phases or vendor or something else. To add a group title, insert a blank cost row with the **Insert Cost** toolbar button and add your group title to the **Cost I.D.** field. Review the **Cost** sheet in the sample project file for an example of cost items grouped by project phase.

Cost Report

The **Cost Report** displays budget and expenditure statistics and budget performance. The items in the **Cost Report** are as follows. (Note that for the UK version, £ is displayed in place of \$.)

Total Budget:	The sum of all items in the Budget field.
Total Actual:	The sum of all items in the Actual field.
Total Budget to Date:	The sum of items in the Budget field where the date in the Date field is earlier than or equal to the current date.
Total Actual to Date:	The sum of items in the Actual field where the date in the Date field is earlier than or equal to the current date.
Variance to Date (\$):	The difference between Total Actual to Date and Total Budget to Date expressed in dollars. Positive variance (overbudget) is displayed in red.
Variance to Date (%):	The difference between the Total Actual to Date and Total Budget to Date expressed as a percentage of Total Budget to Date . Positive variance (overbudget) is displayed in red.

User Customization

The **Cost** sheet is password protected. However, you may customize the page setup. The page setup options are accessible through the **Page Setup** command on the **File** menu located on the main menu bar.

ChangeControl Sheet

Change List

There is provision for 200 entries in the Change Control Register. The Register contains a number of fields, which are explained as follows:

Request I.D.:	A unique identifier for this change request item. Accepts a combination of alpha and numeric characters and spaces.
Date Raised:	The date that the change request was raised. Valid formats are 30/5/03, 30-5-03 and 30 May 03. [Note: If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]
Change Description:	A short description of the proposed change.
Impact:	The impact of the proposed change on the project outcome. Select one of the impact categories from the dropdown list. Values are "Schedule", "Cost", "Scope", "Schedule & Cost", "Schedule & Scope", "Cost & Scope" and "Schedule & Cost & Scope".
Status:	The progress status of the change request. Select one of the status categories from the dropdown list. Values are "Pending", "Approved" and "Not Approved".
Assessor:	The name of the person assigned to assessing the impact of the proposed change.
Due Date:	The date that the impact assessment is due to be completed. Valid formats are 30/5/03, 30-5-03 and 30 May 03. [Note: If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]
Decision Date:	The date that the change approval/disapproval is due. Valid formats are 30/5/03, 30-5-03 and 30 May 03. [Note: If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]
New Baseline:	The new baseline version as a result of the approved change. Accepts a combination of alpha and numeric characters and spaces. If the change is not approved, leave blank.
Update Action:	Project actions required as a result of the change approval. These may include updates to documents, deliverables, budgets, schedules and stakeholder communications.

The arrow appearing in each field name is Excel's standard filter arrow. Use these to filter the register to show only the items that you are interested in. For example, to display only those change requests that are still pending, click on the filter arrow in the **Status** field and select Pending from the dropdown list. The filter arrow for that field will turn blue to indicate that the list is currently filtered.

You can also apply a custom filter. For example, to display only those change requests where the decision date was before by 31 January 2003, click on the filter arrow in the **Decision Date** field and select Custom Filter from the drop down list. Enter "is less than" 31/1/2003 in the Custom Autofilter dialog and click on the OK button. You can also filter on more than one criterion by simply filtering one other field whilst the first field is filtered. Don't forget to turn filtering off when you have finished by selecting (All) from the drop down list on the filter arrow. To find out more about Excel's filtering feature, search on "filter" in Excel's help.

A summary of the current state of change requests can be found in Section 4 of the **Project Status Report** located on the **ProjectSummary** sheet.

Sorting the Register and Sheet Protection

You may sort the items in the Change Control register using the three sort buttons on the **ChangeControl** toolbar. Depending on which button you select, the register may be sorted:

1. by Date Raised
2. by Date Due
3. by Status

To protect against inadvertent changes to the design of the registers, the template is supplied with the register sheets protected by default. No password is set for sheet protection. If you turn off sheet protection, the sheet will be reprotected automatically next time you open your project file.

You may wish to set a password for one or more register sheets. However, if you do set a password you will be prompted to supply your password when you use one of the three sort buttons on the **ChangeControl** toolbar. At the conclusion of the sort operation, the sheet will be reprotected *without* a password. If you do not supply the correct password, the sort operation will be cancelled.

Your ability to autofilter the register is also impacted by the state of sheet protection. If you turn off autofiltering and then save the sheet, you will not be able to turn on autofiltering next time without first unprotecting the sheet.

Previewing and Printing the Register

The **Preview Register** button on the register toolbar allows you to preview how the register will look prior to printing. The preview and print areas accommodate automatically to the last entries in the register. Once in the Print Preview screen, simply set the print options for your particular printer and print media and click on the **Print** button. Note that the **Change I.D.** field in the register is mandatory. The **Preview Register** toolbar function will only display up to the last **Change I.D.** entry in the register.

User Customization

As the **ChangeControl** sheet is not password protected, you may modify the design of the register. You may, for example, change the field titles in the header row, the data validation list items or the register colour scheme. However, *do not change the purpose of any of the existing fields*. Doing so will compromise the functionality of the toolbar buttons.

If you are not very experienced with Excel, we recommend that you do not modify the design of the register. We encourage you to design and construct new registers on one or more of the user sheets provided for this purpose.

RiskRegister Sheet

Risk List

There is provision for 200 entries in the Risk Register. The Register contains a number of fields, which are explained as follows:

- Risk I.D.:** Unique identifier to identify the risk item. Accepts a combination of alpha and numeric characters and spaces.
- Risk Description:** A short description of the risk.
- Consequence:** The impact on the project, organisation and stakeholders if the risk eventuates. Select one of the consequence categories from the dropdown list. Values are “Major”, “Significant”, “Moderate” and “Minor”.
- Likelihood:** The probability that the risk will eventuate. Select one of the likelihood categories from the dropdown list. Values are “High”, “Likely”, “Moderate” and “Rare”.
- Rank:** The level of the risk. The rank is determined automatically by the template according to accepted risk management standards. The rank allocated is calculated from your rating of risk consequence and likelihood and is in accordance with the following table:

		Consequence			
		Minor	Moderate	Significant	Major
Likelihood	High	Medium Risk	High Risk	High Risk	High Risk
	Likely	Medium Risk	Medium Risk	High Risk	High Risk
	Moderate	Low Risk	Low Risk	Medium Risk	Medium Risk
	Rare	Low Risk	Low Risk	Low Risk	Medium Risk

Strategy:	The strategy for dealing with the risk. Select one of the strategy categories from the dropdown list. Values are “Accept”, “Transfer”, “Control” and “Avoid”.
Owner:	The name of the person responsible for implementing the mitigation strategy.
Due Date:	The date that the mitigation strategy is due to be completed. Valid formats are 30/5/03, 30-5-03 and 30 May 03. [Note: If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]
Mitigation Action:	The steps required to mitigate the risk.

Consistent with the format of the other sheets, the **Rank** field is colored with pale yellow shading to indicate that this field is calculated automatically and therefore requires no input.

The arrow appearing in each field name is Excel’s standard filter arrow. Use these to filter the register to show only the items that you are interested in. For example, to display only those risks that are classified as major, click on the filter arrow in the **Consequence** field and select Major from the dropdown list. The filter arrow for that field will turn blue to indicate that the list is currently filtered.

You can also apply a custom filter. For example, to display only those risks for which the mitigation strategy is due to be completed by 31 January 2003, click on the filter arrow in the **Due Date** field and select Custom Filter from the drop down list. Enter “is less than” 31/1/2003 in the Custom Autofilter dialog and click on the OK button. You can also filter on more than one criterion by simply filtering one other field whilst the first field is filtered. Don’t forget to turn filtering off when you have finished by selecting (All) from the drop down list on the filter arrow. To find out more about Excel’s filtering feature, search on “filter” in Excel’s help.

Sorting the Register and Sheet Protection

You may sort the items in the Risk Register using the two sort buttons on the **RiskRegister** toolbar. Depending on which button you select, the register may be sorted:

1. by Date Due
2. by Rank

To protect against inadvertent changes to the design of the registers, the template is supplied with the register sheets protected by default. No password is set for sheet protection. If you turn off sheet protection, the sheet will be reprotected automatically next time you open your project file.

You may wish to set a password for one or more register sheets. However, if you do set a password you will be prompted to supply your password when you use one of the two sort buttons on the **RiskRegister** toolbar. At the conclusion of the sort operation, the sheet will be reprotected *without* a password. If you do not supply the correct password, the sort operation will be cancelled.

Your ability to autofilter the register is also impacted by the state of sheet protection. If you turn off autofiltering and then save the sheet, you will not be able to turn on autofiltering next time without first unprotecting the sheet.

Previewing and Printing the Register

The **Preview Register** button on the register toolbar allows you to preview how the register will look prior to printing. The preview and print areas accommodate automatically to the last entries in the

register. Once in the Print Preview screen, simply set the print options for your particular printer and print media and click on the **Print** button. Note that the **Risk I.D.** field in the register is mandatory. The **Preview Register** toolbar function will only display up to last **Risk I.D.** entry in the register.

User Customization

As the **RiskRegister** sheet is not password protected, you may modify the design of the register. You may, for example, change the field titles in the header row, the data validation list items or the register color scheme. However, *do not change the purpose of any of the existing fields*. Doing so will compromise the functionality of the toolbar buttons.

If you are not very experienced with Excel, we recommend that you do not modify the design of the register. We encourage you to design and construct new registers on one or more of the user sheets provided for this purpose.

IssuesRegister Sheet

Issues List

There is provision for 200 entries in the Issues Register. The Register contains a number of fields, which are explained as follows:

Issue I.D.:	A unique identifier for this issue item. Accepts a combination of alpha and numeric characters and spaces.
Date Raised:	The date that this issue was first raised. Valid formats are 30/5/03, 30-5-03 and 30 May 03. [Note: If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]
Issue Description:	A short description of the issue.
Priority:	The priority assigned to the issue. Select one of the priority categories from the dropdown list. Values are "High", "Medium" and "Low".
Status:	The resolution status of the issue. Select one of the status categories from the dropdown list. Values are "Open" and "Closed".
Owner:	The name of the person responsible for implementing the issue resolution strategy.
Due Date:	The date that the issue resolution strategy is due to be completed. Valid formats are 30/5/03, 30-5-03 and 30 May 03. [Note: If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]
Close Date:	The date that the resolution strategy was actually completed and the issue closed. Valid formats are 30/5/03, 30-5-03 and 30 May 03. [Note: If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]
Resolution Action:	The steps required to resolve the issue.

The arrow appearing in each field name is Excel's standard filter arrow. Use these to filter the register to show only the items that you are interested in. For example, to display only those issues that are classified as high priority, click on the filter arrow in the **Priority** field and select High from the dropdown list. The filter arrow for that field will turn blue to indicate that the list is currently filtered.

You can also apply a custom filter. For example, to display only those issues where the close date was before by 31 January 2003, click on the filter arrow in the **Close Date** field and select Custom Filter from the drop down list. Enter "is less than" 31/1/2003 in the Custom Autofilter dialog and click on the OK button. You can also filter on more than one criterion by simply filtering one other field whilst the first field is filtered. Don't forget to turn filtering off when you have finished by selecting (All) from the drop down list on the filter arrow. To find out more about Excel's filtering feature, search on "filter" in Excel's help.

A summary of the number and type of issues currently open can be found in Section 4 of the **Project Status Report** located on the **ProjectSummary** sheet.

Sorting the Register and Sheet Protection

You may sort the items in the Issues Register using the three sort buttons on the **IssuesRegister** toolbar. Depending on which button you select, the register may be sorted:

1. by Date Raised
2. by Date Due
3. by Status

To protect against inadvertent changes to the design of the registers, the template is supplied with the register sheets protected by default. No password is set for sheet protection. If you turn off sheet protection, the sheet will be reprotected automatically next time you open your project file.

You may wish to set a password for one or more register sheets. However, if you do set a password you will be prompted to supply your password when you use one of the three sort buttons on the **IssuesRegister** toolbar. At the conclusion of the sort operation, the sheet will be reprotected *without* a password. If you do not supply the correct password, the sort operation will be cancelled.

Your ability to autofilter the register is also impacted by the state of sheet protection. If you turn off autofiltering and then save the sheet, you will not be able to turn on autofiltering next time without first unprotecting the sheet.

Previewing and Printing the Register

The **Preview Register** button on the register toolbar allows you to preview how the register will look prior to printing. The preview and print areas accommodate automatically to the last entries in the register. Once in the Print Preview screen, simply set the print options for your particular printer and print media and click on the **Print** button. Note that the **Issue I.D.** field in the register is mandatory. The **Preview Register** toolbar function will only display up to last **Issue I.D.** entry in the register.

User Customization

As the **IssuesRegister** sheet is not password protected, you may modify the design of the register. You may, for example, change the field titles in the header row, the data validation list items or the register colour scheme. However, *do not change the purpose of any of the existing fields*. Doing so will compromise the functionality of the toolbar buttons.

If you are not very experienced with Excel, we recommend that you do not modify the design of the register. We encourage you to design and construct new registers on one or more of the user sheets provided for this purpose.

ScheduleReports and CostReports Sheets

Reports Sheets Structure

The **ScheduleReports** and **CostReports** sheets contain more detailed reports than the summary reports covered so far. Each sheet contains three itemized reports side by side as follows:

ScheduleReports Sheet

Report No.	Report Title	Report Description
Report 1	Task List by Task Owner	Task Details Sorted by Task Owner
Report 2	Task List by Planned Start Date	Task Details Sorted by Planned Start Date
Report 3	Task List by Task Status	Task Details Sorted by Status

CostReports Sheet

Report No.	Report Title	Report Description
Report 1	Expense List by Date	Expense Details Sorted by Date
Report 2	Expense List by Status	Expense Details Sorted by Status
Report 3	Variance List by Date	Variance Details Sorted by Date

The hyperlinked list at the top of each report allows you to navigate quickly and easily to the report you want.

Updating Reports and Sheet Protection

The reports are created using Excel's powerful Pivot Tables feature. On activating a report sheet, the Pivot Tables on that sheet are updated automatically. If you have two windows displayed and have added new data to the schedule or cost lists, you may update the reports manually on a reports sheet by clicking on the **Update Reports** button on the reports toolbar on that sheet.

To protect against inadvertent deletion or modification of the Pivot Table reports, the template is supplied with the reports sheets protected by default. No passwords are set for sheet protection. You may wish to set a password for one or both reports sheets. However, if you do set a password for one or both sheets, you will be prompted to supply your password each time you activate a password protected reports sheet. You are asked to supply your password so that the reports update operation may be completed. You will also be prompted to supply your password if you use the manual **Update Reports** button on the reports toolbar. In either case, at the conclusion of the update operation, both

sheets will be reprotected *without* a password set. You may turn off sheet protection for one or both sheets at any time.

Previewing and Printing Reports

The three **Preview Report** buttons on the reports toolbar on each reports sheet allow you to preview how each report will look prior to printing. The preview and print areas accommodate automatically to the last entries in each report. Once in the Print Preview screen, simply set the print options for your particular printer and print media and click on the **Print** button.

User Customization

As the **ScheduleReports** and **CostReports** sheets are not password protected, you may modify the design of one or more reports if you are familiar with Excel's Pivot Tables feature. However, *do not rename or delete any of the existing Pivot Table reports*. Doing so will disable the functionality of the toolbar buttons and will lead to error messages being displayed.

If you are not very experienced with Excel's Pivot Tables feature, we recommend that you do not modify the design of any of the existing tables. We encourage you to design and construct new reports on one or more of the user sheets provided for this purpose.

PerformanceCharts Sheet

PerformanceCharts Sheet Structure

The **PerformanceCharts** sheet contains two charts. The Schedule Chart appears at the top of the sheet with the Cost Chart appearing below. A description of each chart follows:

Chart Title	Chart Description
Schedule Chart	Displays the cumulative total of planned and actual activities for each week ending period. Note that the chart does not take account of effort in each period, only the number of activities.
Cost Chart	Displays the cumulative total of planned and actual expenditure for each week ending period.

Updating Charts and Sheet Protection

The two graphs are created using Excel's powerful charting feature and are updated automatically as you enter data in the schedule and cost lists.

To protect against inadvertent deletion or modification of the charts, the template is supplied with the chart sheet protected by default. No password is set for sheet protection, however, you may wish to set a password. The charts will continue to update automatically whether you set a password or not.

As you add new data and the charts are updated, the data labels on each chart may not always appear in the most favourable position. The **Cycle Schedule Labels** and **Cycle Cost Labels** buttons on the **PerformanceCharts** toolbar allow you to cycle through the available data series label

positions for each chart respectively. As each button is repeatedly clicked, the label positions change from a position to the right of the data points to below the data points, and then to the left, to above, to the center and to no label showing at all. Please note that if you have set password protection on this sheet, you will be prompted to supply your password for the labels to be cycled. The template will then reapply protection to the sheet, however, no password will be set.

Previewing and Printing Charts

The **Preview Schedule Chart** and **Preview Cost Chart** buttons on the **PerformanceCharts** toolbar allow you to preview how each chart will look prior to printing. These buttons serve the same function as selecting a chart and clicking on Excel's Print Preview button. Each chart is set by default to print in landscape orientation and to a full page. Once in the Print Preview screen, simply set the print options for your particular printer and print media and click on the **Print** button. If you want to print both charts on the same page in portrait orientation, click on the Print Preview button on Excel's main menu bar. The template is preset to print the charts in this format.

User Customization

As the **PerformanceCharts** sheet is not password protected, you may modify the look of one or both charts if you are familiar with Excel's charting feature. You may, for example, resize or move the legend, change the chart header and footer, alter the format of the Chart and Axis titles or the color scheme. However, *do not move, rename or delete either or both of the existing charts*. Doing so will disable the functionality of the toolbar buttons and will lead to error messages being displayed.

If you are not very experienced with Excel's charting feature, we recommend that you do not modify the design of the existing charts. We encourage you to design and construct new charts on one or more of the user sheets provided for this purpose.

Holidays Sheet

Project Non-working Days List

The **Holidays** sheet contains the register of project non-working days. The register is labeled "2003 Public Holidays", however, you may title the register as you wish. Here you enter all of the days that will be counted as non-productive days for your project. These include Public Holidays and any other days that you nominate as non-working. There is provision for forty entries.

This sheet is relatively simple, however, it is critical that you enter all of the project non-working days in the register. This list is used by the various formulae on the **Schedule** sheet to calculate planned task start and finish dates, task durations and certain other project statistics. Incomplete or incorrect information entered in this register will compromise the validity of your project planning.

The fields in the **Holidays** register and their explanation are as follows.

Weekday: The day of the week that this non-working day falls on. This is displayed automatically according to the non-working date entered and is updated when you reactivate the **Holidays** sheet.

Date: The date of a non-working day for this project. Enter only single days and do not enter weekends. Weekends are included automatically. Dates entered do not need to be in chronological order and may span more than one calendar year. Valid formats are 30/5/03, 30-5-03 and

30 May 03. [**Note:** If your regional settings are set for US, valid formats are 5/30/03, 5-30-03 and May 30 03.]

Holiday: The description of the Public Holiday or other non-working day.

Review the project sample file supplied with Project Master for an example of a completed list covering two calendar years.

Autocalculation Errors

When you activate the sheet, a message box will appear informing you that all other open windows will be closed. Other windows are closed to prevent autocalculation errors on the **Schedule** sheet in case you inadvertently enter an invalid date in the **Holidays** register. Autocalculation errors show up on the **Schedule** sheet as #VALUE! errors in the Task List.

Autocalculation mode is also turned off whilst the sheet is activated. Autocalculation mode is turned on when you deactivate the sheet. If you had turned off Autocalculation before activating the sheet, you will need to return to manual mode again when you finish making your changes. We strongly recommend that you enter all of your non-working days before compiling the project schedule and avoid making changes to the register after your project has started.

User Customization

The **Holidays** sheet is password protected. However, you may customize the page setup. The page setup options are accessible through the **Page Setup** command on the **File** menu located on the main menu bar.

UserSheet1, UserSheet2, UserSheet3

These sheets are provided so that you may include your own customized charts, reports and lists. The sheets are left unprotected so that you have available all of Excel's powerful features. Review the project sample file for an example of how **UserSheet1** has been used to compile a list of all Project Team Members.

6. Saving and Backing up Your Project Files

There is more than one way to back up your project files. Here we will describe but one method that has worked well for us. As a professional, we do not need to emphasize to you the importance of backing up your files. The experts and hard experience repeatedly tell us: "It is not a question of *if* my files will become lost or corrupted, but *when*". The method described here not only serves the purpose of creating backups. In addition, it provides a measure of version control.

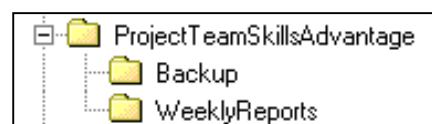
Firstly, create a project directory with a name identifiable with the name of your project. Our sample project is named TeamSkills Advantage, so we will name our project directory *ProjectTeamSkillsAdvantage*. For the first baseline version of our project, we call our project file *ProjectTeamSkillsAdvantagev1.0.xls* to signify that it is baseline version 1.0. For each successive major baseline change, such as at the end each project phase requiring a re-estimate of costs and schedules, we save the file with the name *ProjectTeamSkillsAdvantagev2.0.xls*, *ProjectTeamSkillsAdvantagev3.0.xls* and so on. Note that major changes are incremented by a whole integer.

For minor baseline changes, we increment the version number by one decimal, such as *ProjectTeamSkillsAdvantagev2.1.xls*, *ProjectTeamSkillsAdvantagev2.2.xls* and so on. As each new baseline is created, the new project file and all of the preceding files are stored in the project directory that we had created earlier.

We also report on our project weekly. For this we create a directory under our main project directory and name it *WeeklyReports*. At the end of each reporting week, we save the file in this directory with a baseline version and week identifier. So, for the week ending 6 October 2002, we save our project file as *ProjectTeamSkillsAdvantagev2.0.06102002.xls* in the *WeeklyReports* directory. If you produce monthly reports, simply name the reports directory *MonthlyReports* and save your project files as *ProjectTeamSkillsAdvantagev2.0.Oct2002.xls*, *ProjectTeamSkillsAdvantagev2.0.Nov2002.xls*, and so on.

We have also found it helpful to write-protect each new baseline version and report as it is saved. Doing this prevents inadvertent deletion and modification of the project files by you or your team members. To set write-protection, right click on the file you want to protect in Windows Explorer or a directory window. From the dropdown menu, select Properties. From the dialog box, select the General tab and in the Attributes section, check the Read-only box. To disable write-protection, simply reverse the above actions.

If you have made substantial changes to your file since your last report and it will be a while before you write and save the next report, you may want to create an intermediate backup of your file. To do this, create a directory named *Backup* under your main project directory. Copy your project file to this directory. Be careful not to *move* your file inadvertently. Rename the file in the *Backup* directory by placing the characters *Bkup1* at the end of the file name. For example, the file *ProjectTeamSkillsAdvantagev2.0.06102002.xls* is renamed to *ProjectTeamSkillsAdvantagev2.0.06102002Bkup1.xls*. The next time you want to create an intermediate backup, repeat the above process. However, this time place *Bkup2* at the end of the filename, and so on for succeeding backups. When you have finished, your directory structure should look something like the structure pictured on the right.



You now have a history of your project and a handy set of backup files. **This process is not meant to replace your Information Systems department's backup processes.** To begin with, the backups you create are not stored off-site nor on a separate backup medium. They do, however, provide a readily retrievable set of files in case something goes wrong.

7. Frequently Asked Questions (FAQ)

We have compiled a list of the most commonly asked questions. If you cannot find your question here, try looking up the index to this guide. If you still can't find the answer to your question, drop us a line. Our contact details are in the **How to Contact Us** section of this guide.

Installation Problems

- Q. *I accidentally selected the Disable Macros button and now I can't do anything.***
- A.** Simply close the template or sample project file using File | Close on the main menu and reopen.
- Q. *There was a circular reference message and I accidentally selected the OK button by mistake.***
- A.** You will simply be presented with a Help file. Close the Help file and continue.
- Q. *I get a message saying that the Analysis Toolpak could not be installed and that the workbook will be closed.***
- A.** Project Master tries to install the Analysis Toolpak automatically. This Toolpak is critical. Without it, Project Master will not be able to calculate task schedule details, such as planned start date and duration. If the Toolpak file is not accessible on your local or network drive, you will need to install it manually. To install the **Analysis Toolpak**, close Project Master and open a new Excel file. Select **Tools | Add-ins** from Excel's main menu and then select Analysis Toolpak from the list of Add-in-ins available. Click OK and then wait a few moments for the toolpak to load onto your PC. You may be prompted to insert your Microsoft Office installation CDROM.

Error Messages

- Q. *I open the project file and all I get is a message saying that I have to open the file with macros enabled.***
- A.** Your project file and the sample project file require macros to be enabled to function correctly. Close the workbook without saving and reopen. At the prompt, select **Enable Macros**.
- Q. *I tried to put in a % Utilisation of 0%, and now I get #DIV/0! errors in Planned Finish Date, Planned Duration (Days) and % Effort Used fields.***
- A.** To fix this, enter a valid **% Utilisation** (between 0.01 and 1.0) and then temporarily delete the entry in the **Planned Start Date** field. Enter the **Planned Start Date** again and the other entries will be recalculated correctly.

- Q. *I get a #VALUE! errors in Planned Finish Date, Planned Duration (Days) and % Effort Used fields.***
- A.** A non-numeric value was entered for a **% Utilisation** value. To fix this, enter a valid **% Utilisation** (between 0.01 and 1.0) and then temporarily delete the entry in the **Planned Start Date** field. Enter the **Planned Start Date** again and the other entries will be recalculated correctly.
- Q. *I get a circular reference error message and the task dates no longer calculate automatically.***
- A.** You have opened another spreadsheet that has turned Excel's iteration setting to off. Either save your work and close down and then reopen your Project Master workbook or from the main menu bar select **Tools | Options**, select the **Calculations** tab and check the Iterations box. Make sure that the Maximum Iterations setting is set to 100 and the Maximum Change setting is set to 0.01. Also ensure that Calculation is set to Automatic.
- Q. *How can I avoid the circular reference message?***
- A.** Project Master requires Excel's iteration setting to be checked so that task schedule details may be calculated automatically. This setting is switched on automatically when the Project Master template is opened. To avoid seeing the circular reference message, you can either ensure that you close all other Excel files that you may have open before you open the Project Master template or sample project file or ensure that you have the iterations option checked before you open the template or sample project file. To check the iterations setting, open an Excel file, select **Tools | Options** from the main menu, select the **Calculation** tab and select the **Iterations** option so that a check mark appears in the box. Project Master turns off the iteration option automatically when you close your project file.
- Q. *I get a message on starting the template saying that there are invalid links.***
- A.** Install the Analysis Toolpak. The instructions on how to do this are contained in the FAQ Installation Problems section of this manual.
- Q. *I tried to open my project file on another computer and now I get a message saying that the Analysis Toolpak could not be installed and that the workbook will be closed.***
- A.** The computer you are working on does not have the **Analysis Toolpak** installed. Project Master tries to install the Analysis Toolpak automatically. If the Toolpak file is not accessible on your local or network drive, you will need to install it manually. To install the **Analysis Toolpak**, close Project Master and open a new Excel file. Select **Tools | Add-ins** from Excel's main menu and then select Analysis Toolpack from the list of Addin-ins available. Click OK and then wait a few moments for the toolpak to load onto the PC. You may be prompted to insert the Microsoft Office installation CDROM.
- Q. *When I go to the ScheduleReports or CostReports sheet, a message appears asking me to supply a password.***
- A.** This message is referring to the updating of the reports on the **ScheduleReports** or **CostReports** sheet. The message appears because you have protected one or both of these sheets with a password. To avoid seeing this message, remove passwords from all sheets that contain Pivot Table reports.

Its Not Working

- Q. A task is completed but is not showing up as completed in the Task Status column or the Project Timeline or the Project Status Report.**
- A.** Select “Completed” in the Task Completed Sign-off column for the task in question and ensure that the **Last Activity Date** is entered.
- Q. When I close my project file I get a prompt asking me whether I want to save the file even though I have not made any changes.**
- A.** There a number of cells that recalculate values automatically based on the current date. If you have not made any changes, simply ignore the prompt and do not save. No harm will be done if you do save.
- Q. I try to copy text from another location and paste it to a cell, but nothing happens.**
- A.** To prevent overwriting of the error proofing (data validation) of data cells, copying and pasting to these cells is prevented. You will need to enter your data manually.
- Q. I delete a Phase Name but the name does not disappear?**
- A.** Make sure you click on the **Delete Phase** button on the **Schedule** toolbar. The **Add/Edit Phase** toolbar button cannot be used for deleting Phase Names.
- Q. When I enter a Task I.D. in the Project Milestones Schedule, nothing appears in the Task Description Field.**
- A.** The **Task I.D.** you entered does not match the I.D. in the **Task I.D.** field for any task in the Task List. Check that you have entered the **Task I.D.** exactly as it appears in the Task List.
- Q. When I click on the Preview Register toolbar button on one of the Register sheets, not all of the listed items show on the preview screen.**
- A.** The preview displays all of the items to the last listed item I.D. Check that all items have a corresponding I.D.
- Q. The Project Master toolbars have disappeared.**
- A.** What has happened is that you have had more than one project file open at one time and then closed one file. When you close a file, the toolbars are removed even if you have other files open. To retrieve the toolbars, open another project file or close the file you are working on and reopen. We recommend that you have not more than one project file open at any one time.
- Q. I have added new data to the Schedule and Cost Lists but the reports do not update.**
- A.** More data has been entered than the Pivot Table report can handle. Remove sheet protection on the report sheet and right-click anywhere inside the report that will not update. From the menu that appears select Refresh Data. If a message box appears warning that there are too many row or column items, start the Pivot Table Wizard and remove one or more fields from the table. To start the Pivot Table Wizard, right-click anywhere inside the report and select Wizard from the menu that appears. Consult Excel's Help to find out more about using the Pivot Table Wizard.

- Q. When I use the Preview Task List and Preview Timeline buttons, my manual page breaks are not recognized.**
- A.** When in the print preview screen, click on the **Setup** button, click on the **Page** tab and click on the **Adjust to:** radio button.
- Q. I click on Preview Timeline on Schedule sheet and I get a message "Your project extends beyond the two year limit for this program" when I don't have any tasks entered.**
- A.** Enter at least one task.
- Q. I added a new Public Holiday to the Holidays register, but the Weekday field remains blank.**
- A.** Because Autocalculation mode is turned off whilst you are working on the **Holidays** register, the **Weekdays** displayed are not updated until next time you activate the **Holidays** sheet.
- Q. I changed a Public Holiday date on the Holidays register, but the Weekday field did not change.**
- A.** Because Autocalculation mode is turned off whilst you are working on the **Holidays** register, the **Weekdays** displayed are not updated until next time you activate the **Holidays** sheet.

8. How to Contact Us

We appreciate your comments and feedback and encourage you to drop us a line. Your feedback will help us to further enhance our products so that we can even better meet your needs.

You can contact us at:

Email address: feedback@businessperform.com

Telephone: +61 (0)408 314941

Website: www.businessperform.com

9. Index

#

#DIV/0! errors 33
#VALUE! errors 31, 34

%

% Effort Used 13, 14, 33, 34
% Utilisation 13, 17, 33, 34
% Variance 20

A

accrual 19
actual activities 17, 29
Actual Date 18
actual expenditure 20, 29
actual start date 14
actual tasks 15
add phase name 15
Add-ins 33
Analysis Toolpak 33, 34
approved changes 12
assessor 10, 22
autocalculation errors 31
autocalculation mode 31, 36
autofilter 23, 25, 27
automatic calculations 10, 13, 14, 15, 19, 25, 34
automatic updates 28, 29
Average Task Duration 17

B

backing up 32
baseline changes 32
baseline version 11, 12, 32
benefits 6
budget 6, 19, 20, 21
budget expenditure line 19

C

calculated fields 13, 19
calendar year 30, 31
change approval 22
change description 10, 22
Change List 22
change request 9, 10, 12, 22, 23
ChangeControl sheet 10, 22, 23
Changes and Issues 11, 12
circular reference 8, 33, 34
Clear button 17
Close Date 26, 27
comments 14
Completed Late 14
Completed On-time 14
completion status 14

consequence 10, 24, 25
copying and pasting 35
Cost Chart 20, 29
Cost I.D. 19, 21
Cost List 19, 20, 35
Cost Report 19, 21
Cost sheet 10, 19, 20, 21, 22
Cost Toolbar 20
CostReports sheet 10, 28
cumulative total 29
current date 7, 17, 21
custom filter 14, 20, 23, 25, 27
custom toolbars 9
customize sheet 12, 19, 22, 23, 26, 27, 29, 30, 31
Cycle Cost Labels 29
Cycle Schedule Labels 29

D

data labels 29
data validation 9, 23, 26, 27, 35
date raised 10, 22, 23, 26, 27
Decision Date 22, 23
delete
 cost 21
 phase name 16
 task 15
deliverable 18, 22
directory structure 32
display 14, 15
display resolution 7, 9
due date 10, 22, 25, 26

E

edit phase name 15
effort 10, 13, 14, 16, 17, 29, 33, 34
Effort Used 13, 14, 33, 34
error message 13, 14, 17, 18, 29, 30, 33
 #DIV/0! 33
 #VALUE! 31, 34
 circular reference 34
 invalid links 34
 supply password 34
error proofing 6, 9, 35
Exit button 17
expenditure line 19, 20
Expense Description 19
Expense List by Date 28
Expense List by Status 28

F

FAQ 33
features 6
field title 23, 26, 27
file attributes 32
file size 15, 21
filtering 9, 14, 15, 16, 20, 21, 23, 25, 27

flexibility 9
footer 18, 30
freeze panes 9
Frequently Asked Questions 33

G

Gantt Chart 6, 10, 13, 18
group costs 21

H

hardware requirements 7
header 15, 18, 20, 23, 26, 27, 30
help with MS Excel 7
High Priority Issues 12
holidays 6, 9, 11, 13, 14, 16, 30, 31, 36
Holidays sheet 11, 13, 14, 16, 30, 31, 36
hyperlinks 13, 28

I

impact 7, 9, 10, 22, 24
In Progress 14
insert
 cost 21
 phase name 15
 task 15
installation 8, 33, 34
installation problems 33
invalid links 34
invoice 10, 19
Issue Description 26
Issue I.D. 26, 27
Issues List 26
IssuesRegister sheet 10, 26
IssuesRegister toolbar 27
iteration 34

L

landscape 30
last activity date 14, 17, 35
likelihood 10, 24
Low Priority Issues 12

M

Macintosh 7
macros 8, 33
manual mode 16, 31
manual recalculation 16
Maximum Change setting 34
Maximum Iterations setting 34
Microsoft Excel 2000 7
Microsoft Excel 95 7
Milestone Description 18
Milestone I.D. 18
milestones 13, 18
mitigation 10, 25
Monthly Calendar 19
move
 cost 21
 task 15

N

new baseline 22, 32
non-working day 13, 16, 17, 30, 31

O

opening more than one project file 35
operating system 7
overbudget 20, 21
overdue 14, 15
owner 10, 13, 14, 25, 26, 28

P

page setup 12, 19, 22, 31
password 25
 Cost sheet 22
 Holidays sheet 31
 password prompt 34
 PerformanceCharts sheet 29, 30
 Register sheets 23, 25, 26, 27
 Reports sheets 28, 29
 Schedule sheet 19
 SummaryReport sheet 12
paste Planned Start Date 17
pasting and copying 35
pending change requests 12
PerformanceCharts sheet 10, 29, 30
PerformanceCharts toolbar 29, 30
phase name 15, 16, 35
Pivot Table report 28, 29, 35
Pivot Table Wizard 35
Planned Duration 13, 33, 34
Planned Effort 17
Planned Effort Used 17
Planned Elapsed Time 17
Planned Finish Date 13, 14, 17, 33, 34
Planned Milestone 18
Planned Start Date 10, 13, 14, 16, 17, 28, 33, 34
Planned Start Date Calculator 16, 17
planned tasks 15
portrait 30
preview
 Cost Chart 21, 30
 Cost List 21
 Register 23, 25, 27, 35
 Report 29
 Schedule Chart 30
 Status Report 12
 Task List 16
 Timeline 16
print
 Cost Chart 20, 30
 Cost List 20
 other reports 18
 Register 23, 25, 27
 Reports 29
 Schedule Chart 30
 Status Report 12
 Task List 15
 Timeline 15
print area 9, 16, 21, 23, 25, 27, 29
Print Preview 12, 16, 21, 23, 26, 27, 29, 30
priority 10, 12, 26, 27
probability 24

Project Definition 11
Project Description 11
project directory 32
Project Finish Date 17
project history 32
project management principles, methods 7
project milestones 6, 13, 18
Project Milestones Report 18
Project Milestones Schedule 18, 35
Project Name 11, 12
project reporting
 monthly 32
 weekly 32
Project Start Date 17
project timeline 10, 18, 35
ProjectMasterSample.xls 8
ProjectMasterTemplate.xls 8
ProjectMasterUserGuide.doc 8
projmastall.exe 8
projmastsamp.exe 8
projmasttemp.exe 8
Public Holiday 11, 13, 14, 17, 30, 31, 36

Q

QuickStartGuide.txt 8

R

rank 10, 24, 25
read-only attribute 32
recalculate 16
Refresh Data 35
Rejected Changes 12
Reports sheets 28
Request I.D. 22
resolution action 10, 26
risk description 10, 24
Risk I.D. 24, 26
Risk List 24
RiskRegister sheet 10, 24, 26

S

sample project file 7, 8, 11, 15, 18, 21, 31, 32, 33, 34
save project file 6, 7, 23, 25, 27, 32, 34, 35
Schedule Chart 29
Schedule reports 17
Schedule sheet 9, 10, 13, 15, 16, 18, 19, 30, 31
schedule timeline 13, 15
Schedule toolbar 15, 16, 35
ScheduleReports sheet 10, 28
scope 9, 22
screen resolution 7, 9
search 9, 14, 20, 23, 25, 27
Set Print Area 18
sheet protection 23, 25, 27, 28, 29, 35
sort 10, 23, 25, 27, 28
speeding up calculations 16
stakeholder 11, 22, 24
Start Date Calculator 16
status
 change request 10, 22, 23
 completion 14
 cost 10, 19, 20, 28

issue 10, 26, 27
project 23, 27, 35
task 6, 10, 14, 17, 28
steering committee 11
strategy 10, 25, 26
SummaryReport sheet 10, 11, 12
SummaryReport toolbar 12
system requirements 7

T

Target Date 18
Task Completed Sign-off 14, 35
Task Completion Report 17, 18
Task Description 13, 15, 18, 35
Task I.D. 13, 15, 18, 35
Task List 13, 15, 17, 18, 28, 31, 35
Task List by Planned Start Date 28
Task List by Task Owner 28
Task List by Task Status 28
Task Schedule Report 17, 18
task status 6, 10, 14, 17, 35
team members 6, 11, 13, 17, 31, 32
timeline header 15, 18
toolbar
 ChangeControl 23
 Cost 20
 floating 9, 15, 20
 IssuesRegister 27
 PerformanceCharts 29, 30
 Reports 28, 29
 RiskRegister 25
 Schedule 15, 16, 35
 SummaryReport 12
toolbars disappear 35
Total Actual 21
Total Budget 21

U

UK version 8
Update Action 22
update charts 29
Update Reports 28
Update Status Report 12
user customization 12, 19, 22, 23, 26, 27, 29, 30, 31
UserSheet 11, 31
utilisation 10, 13, 16, 17, 33, 34

V

variance 6, 10, 20, 21, 28
version number 32
versions of Microsoft Excel 7

W

week ending 15, 18, 29, 32
weekday 11, 36
weekend 6, 16, 17, 30
workbook structure 9
working day 13, 14, 17
worksheet functions, brief description 10
write-protect project file 32

