

TABLE OF CONTENTS

ABSTRACT	i
TABLE OF CONTENTS	1
LIST OF TABLES	3
LIST OF FIGURES	3
CHAPTER I	4
1.1 Background	4
1.2 Problem Statement	10
1.3 Research Questions	11
1.4 Research Objective	11
1.5 Research Motivation	12
1.6 Research Benefits	13
1.7 Contribution of the Research	13
1.8 Scope and Limitations	14
1.9 Writing Structure	15
CHAPTER II	19
2.1 Project Management	19
2.1.1 Project Management Tools	19
2.1.2 Project Evaluation Indexes	21
2.1.3 Project Definition	21
2.1.4 Project Life Cycle	23
2.2 Startups	26
2.2.1 Startup Characteristics	27
2.2.2 Startup Product Development	29
2.3 Critical Path Method	29
2.3.1 Process Identification	31
2.3.2 Implementation of Critical Path Method in Scheduling	32
2.3.2.1 Network Planning	32
2.3.2.2 Critical Path	37
2.3.3 Advantages and Disadvantages of CPM	39
2.4 Project Evaluation Review Technique (PERT)	40
2.4.1 PERT in Project Evaluation and Planning	40
2.4.2 Advantages and Disadvantages of PERT	41

2.5 Previous Research	41
CHAPTER III	44
3.1 Research Design	44
3.1.1 Research Location	44
3.1.2 Nature and Source of Data	44
3.2 Research Subject and Object	46
3.2.1 Research Subject	46
3.2.2 Research Object	46
3.3 Data Collection Method	47
3.4 Data Analysis Method	49
3.4.1 Critical Path Method	50
3.4.2 Project Evaluation Review Technique	53
3.4.3 Earned Value Analysis	54
CHAPTER IV	63
4.1 Project Background	63
4.1.1 Company Profile and Project Objective	63
4.1.2 Project Organizational Structure and Personnel	64
4.2 Company's Past Project Management Practices	68
4.2.1 Company's Original Project Scheduling and Cost	68
4.3 Results and Discussion	70
4.3.1 Researcher's Project Scheduling and Cost Estimation	70
4.3.2 Critical Path Method Calculation	75
4.3.3 Project Evaluation and Review Technique	81
4.3.3.1 Probability of Project Completion (Company's Original Schedule 41 workdays)	87
4.3.3.2 Probability of Project Completion (Researcher's Planned Schedule 76 Workdays)	88
4.3.4 Earned Value Analysis	88
4.3.4.1 Earned Value Analysis (Company's Plan)	89
4.3.4.2 Earned Value Analysis (Researcher's Plan)	91
CHAPTER V	93
5.1 Conclusion	93
5.2 Recommendation	95
APPENDIX	101

LIST OF TABLES

Table 2.1: Previous Research, Findings, and Improvements in This Research.	41
Table 3.1: Interview Data Collection Details	48
Table 3.2: Earned Value Analysis Variables, Formulas, and Interpretations	53
Table 4.1: Permanent Employee's Salary at the Company.	65
Table 4.2: Company's Project Schedule and Cost Estimation.	66
Table 4.3: Researcher's Project Schedule and Cost Estimation.	71
Table 4.4: Critical Path Method Calculation on Product Development at Case Company.	76
Table 4.5: Project Evaluation and Review Technique Calculation on Product Development at Case Company.	81

LIST OF FIGURES

Figure 2.1: AON and AOA Comparison Table	35
Figure 3.1: Triangulation Research Method Illustration.	57
Figure 3.2: Quadrant I on a Quadrant Chart for Earned Value Analysis	56
Figure 3.3: Quadrant II on a Quadrant Chart for Earned Value Analysis	57
Figure 3.4: Quadrant III on a Quadrant Chart for Earned Value Analysis	58
Figure 3.5: Quadrant IV on a Quadrant Chart for Earned Value Analysis	59
Figure 4.1: Organizational Structure of The Teams Involved in the Project.	63
Figure 4.2 Company's Project Schedule Gantt Chart.	67
Figure 4.3: Researcher's Project Schedule Gantt Chart.	78
Figure 4.4: Company's Plan Project EVA Plotted on Quadrant Graph	86
Figure 4.5: Researcher's Plan Project EVA Plotted on Quadrant Graph	88