

### Percent Complete Matrix

Task	Planned Duration (days)	Percent of Total	Status (see key)	Credit (days)
Start Project	0	0%	2	0.0
Clarify Problem Statement	3	3%	2	3.0
Conduct Research	10	11%	2	10.0
Draft Objectives Tree	2	2%	2	2.0
Review OT	1	1%	2	1.0
Revise OT	2	2%	2	2.0
Analyze Functions	10	11%	1	3.3
Generate Alternatives	10	11%	1	3.3
Develop Weighted Objectives	10	11%	2	10.0
Develop Test Protocol	8	9%	1	2.6
Conduct Tests	20	21%	0	0.0
Report Test Results	5	5%	0	0.0
Select Among Alternatives	3	3%	0	0.0
Document Design Process	10	11%	0	0.0
End Project	0	0%	0	0.0
Total Days Budgeted	94	100%		39.6%
Key: 0 = Not Started, No Credit, 1 = In Process 1/3 Credit, 2 = Completed, Full Credit				

**FIGURE 7.8** A percent complete matrix (PCM) for the beverage container design project. Each activity and its share of the overall project is given. The team is given 33 percent credit when an activity is begun and the balance upon completion. Unless the tasks have been broken down sufficiently, this method can be misleading, but for small projects it provides a reasonable approximation of progress.