



Project Management Supplemental Deck #7

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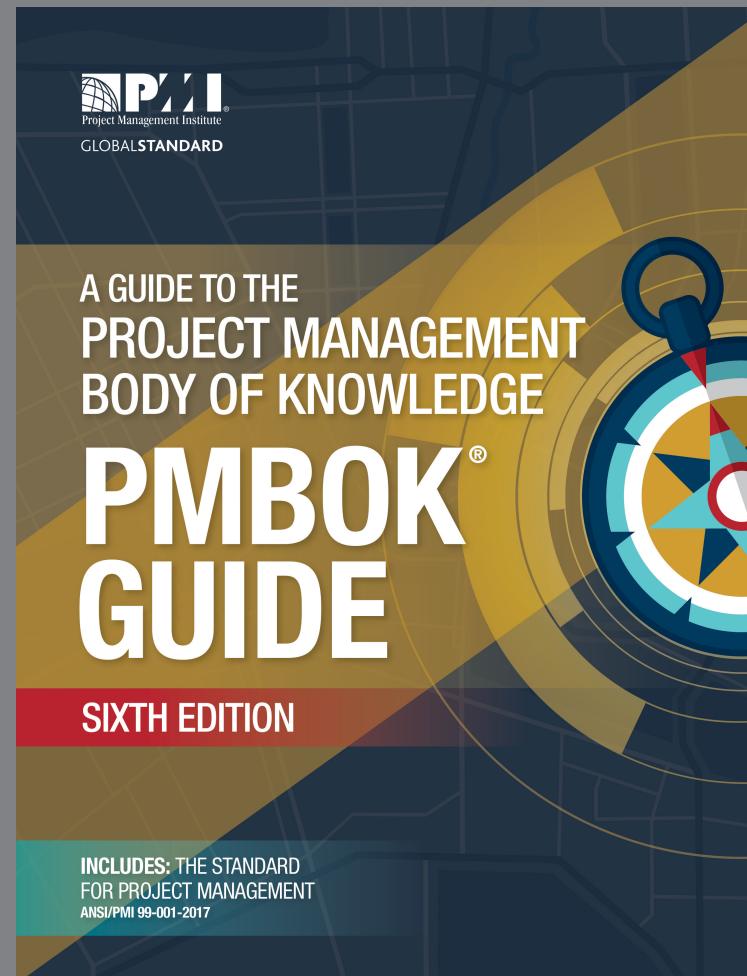


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Project Management

This is accepted in the Project Management Field as the main guide which is used to train and certify Project management Professionals

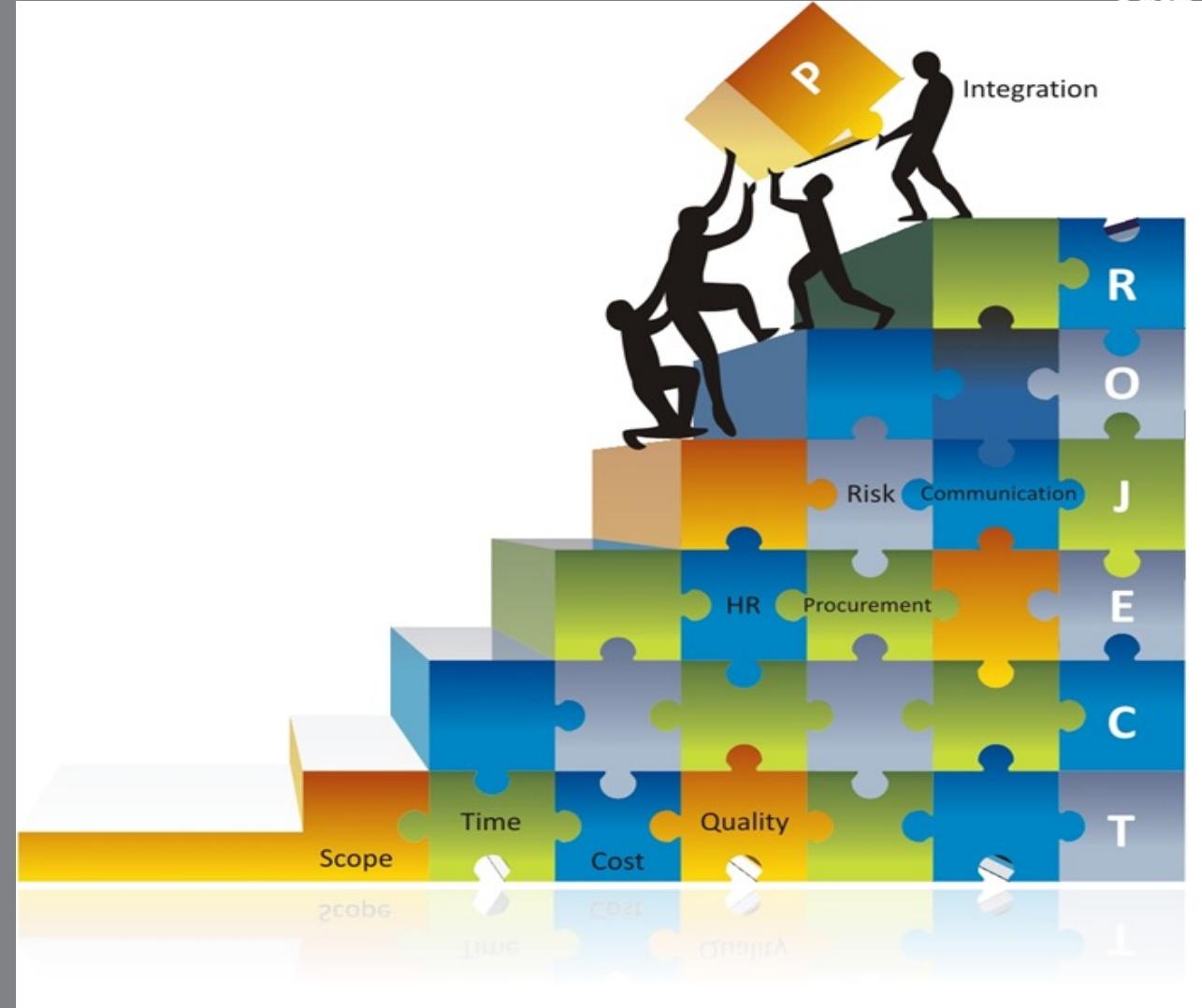
All Supplemental Slide decks will be relating to this and the information from them will be included on any possible tests/assignments etc...



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Chapter 6

PROJECT Schedule MANAGEMENT



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Project Schedule Management

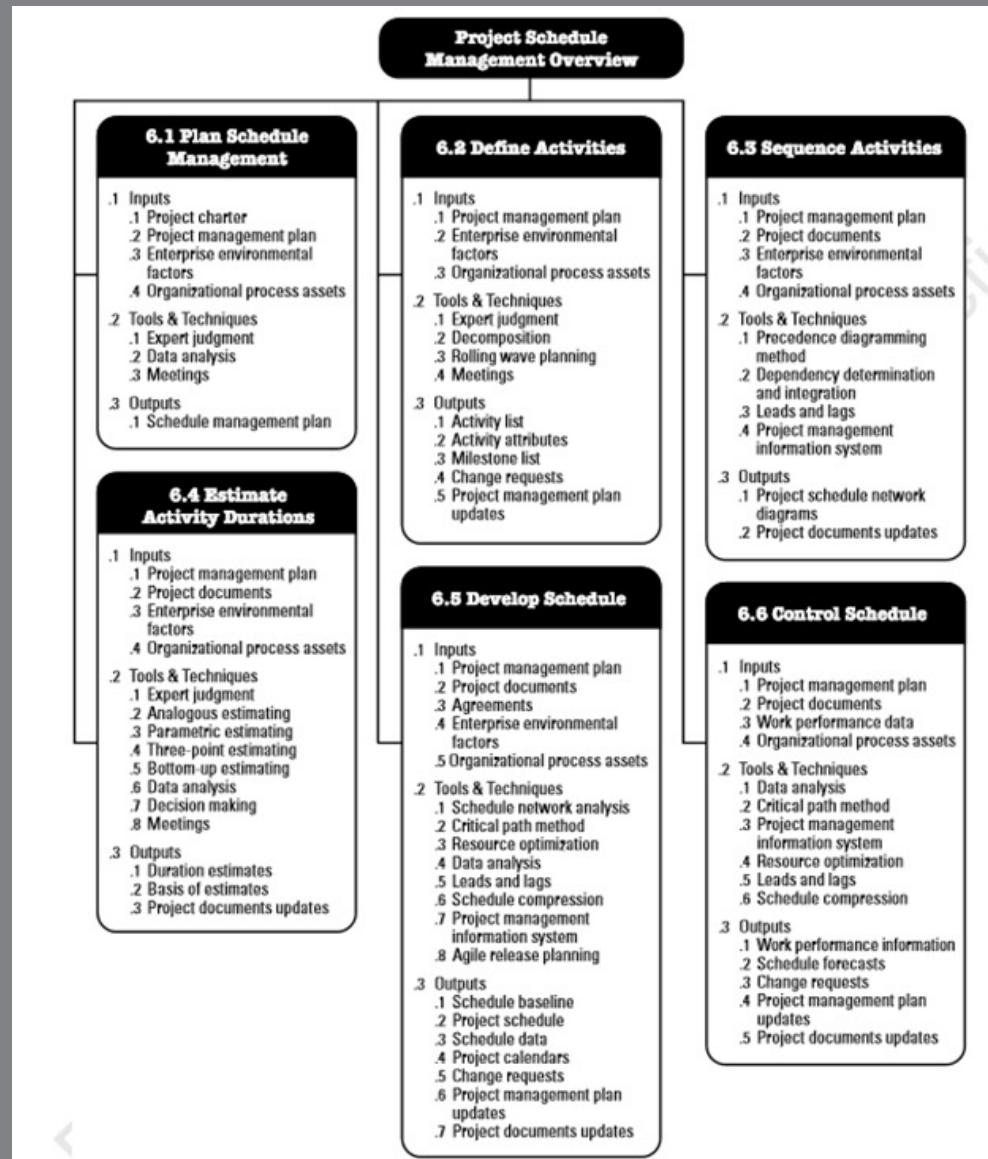


- Because a project is defined as a temporary endeavor (PMBOK 1.1), deadlines are baked into the success criteria of all projects. Since all projects have a defined end point, the circumstances around this end point can result in project success or failure.
- Managing the project schedule can be one of the most formidable parts of project management. I've seen more damaged client relationships through this area of project management than any other. Time management is essential to attaining successful projects.



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Project Schedule Management



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Plan Schedule Management



- This involves the creation of a Schedule Management Plan, as well as to develop the expectations as to how the schedule will be met.
- **Inputs**
- Project charter
- Project Management plan
 - Scope management plan
 - Development approach
- Enterprise environmental factors
- Organizational process assets
- **Tools and Techniques**
- Expert judgment
- Data analysis
- Meetings
- **Outputs**
- Schedule management plan

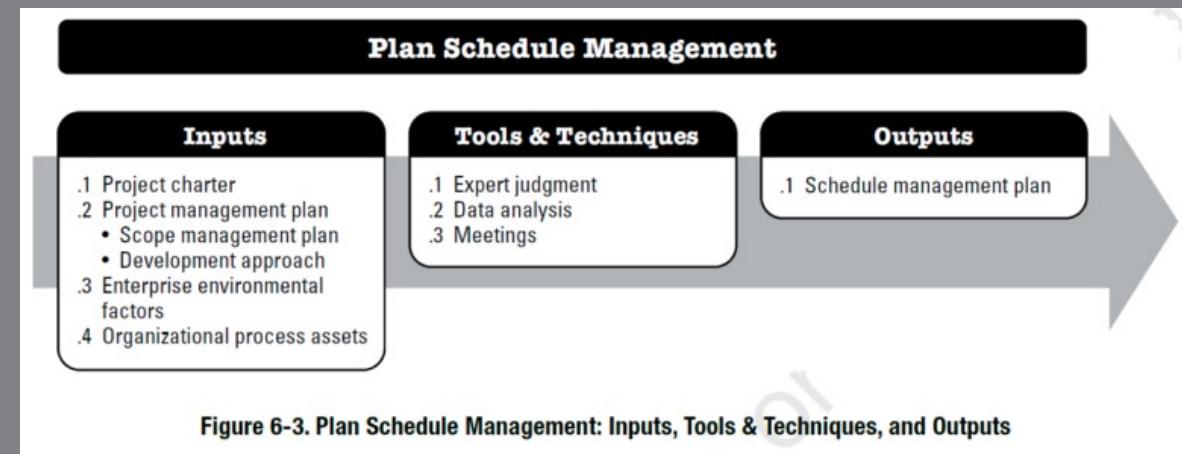


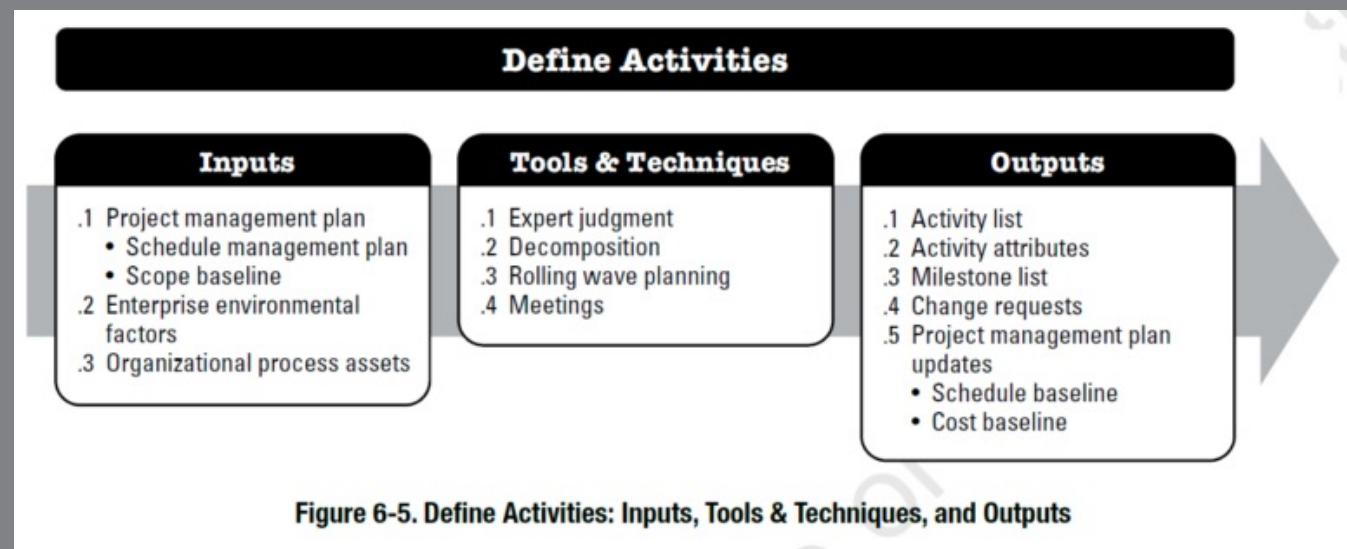
Figure 6-3. Plan Schedule Management: Inputs, Tools & Techniques, and Outputs



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Define Activities

- In this step, the activities required to complete the project are defined and itemized. This is different from the work breakdown schedule (WBS) within the project scope management knowledge area in that the activities are more precise. That is, a WBS element will contain multiple activities. That being said, I've had small projects where I simply called the WBS and activities one and the same. The PMBOK allows for this on small projects.
- **Inputs**
- Project management plan
 - Schedule management plan
 - Scope baseline
- Enterprise environmental factors
- Organizational process assets
- **Tools and Techniques**
- Expert judgment
- Decomposition
- Rolling wave planning
- Meetings
- **Outputs**
- Activity list
- Activity attributes
- Milestone list
- Change requests
- Project management plan updates
 - Schedule baseline
 - Cost baseline

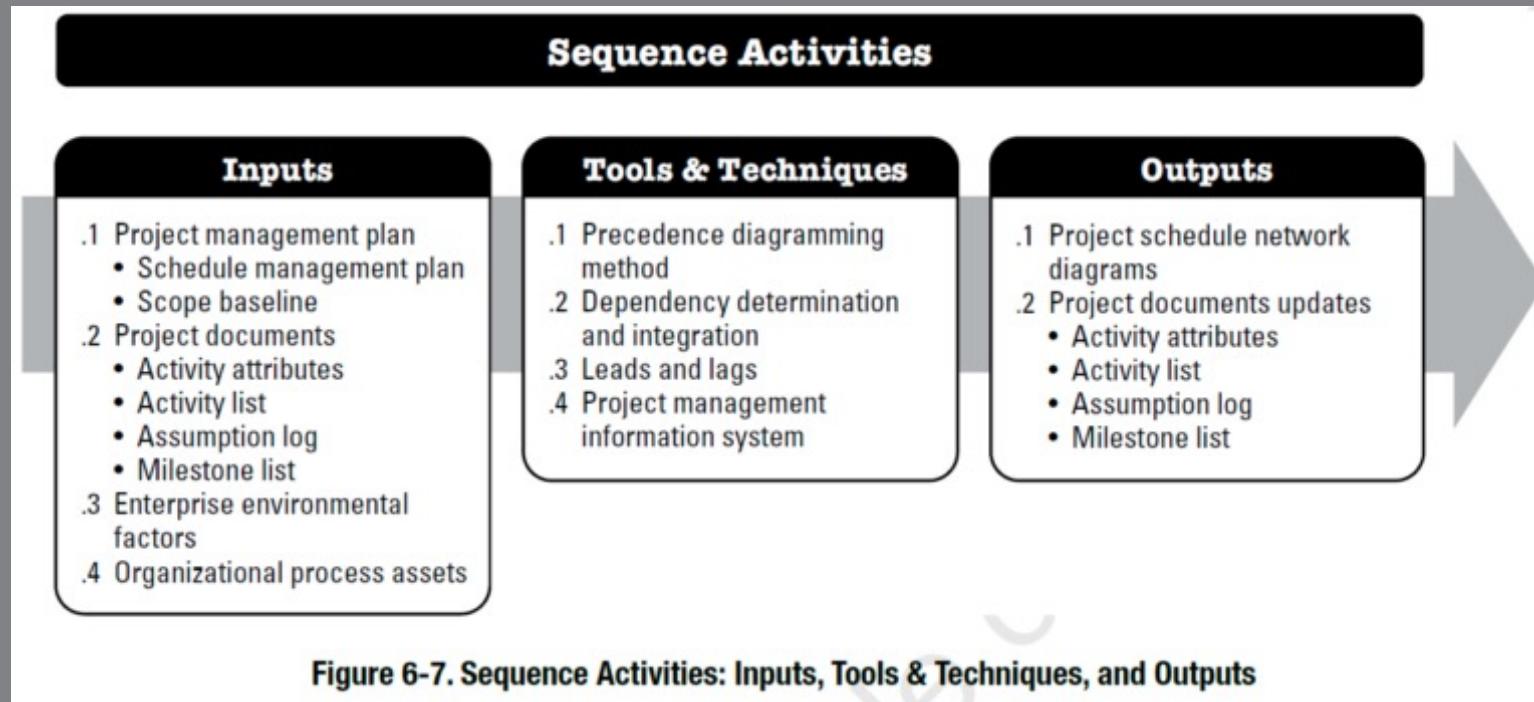


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Sequence Activities



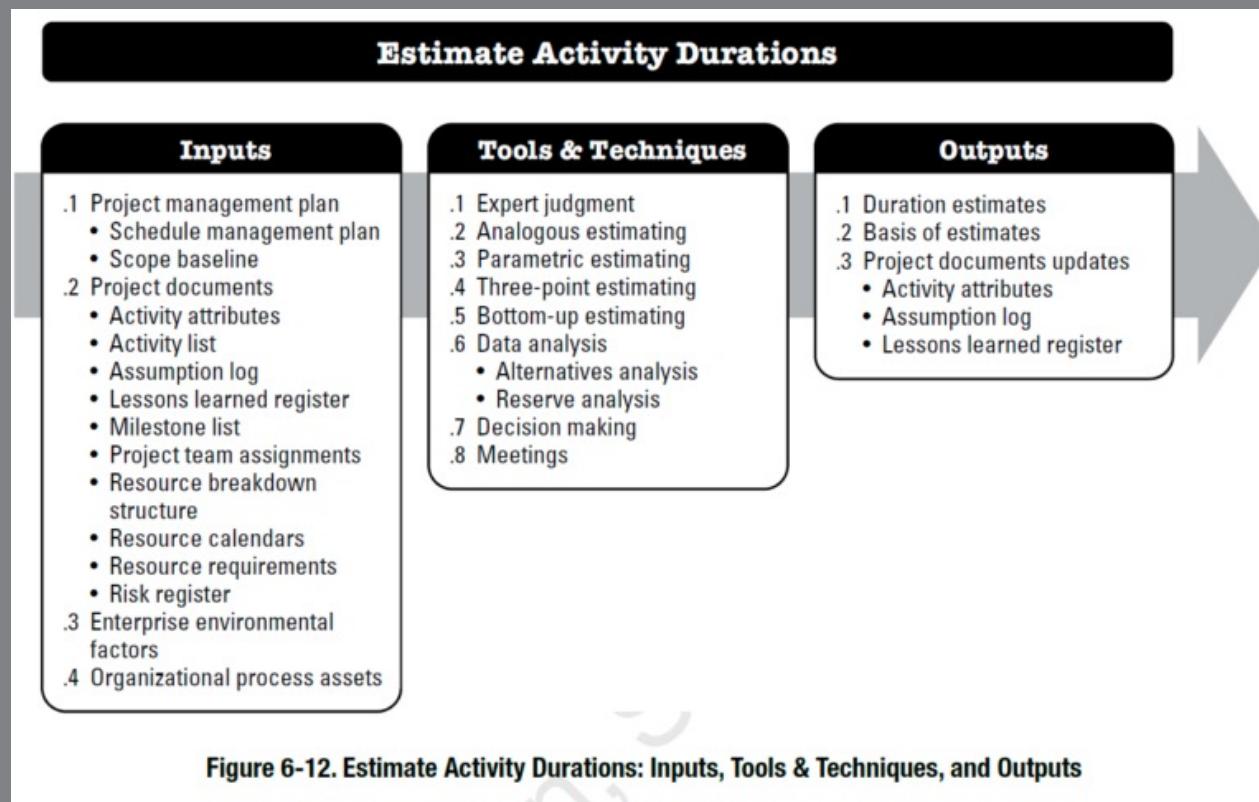
- At this step the dependencies between the activities are determined. For example, if a task can't start until the previous one finishes, they have a ***finish to start*** relationship. The other alternatives are ***finish to finish***, ***start to start***, or the very rare ***start to finish***. Also involved in this step is the determination of ***leads*** and ***lags***, the amount of time required for extracurricular tasks at the beginning or end of the activity.



Estimate Activity Durations

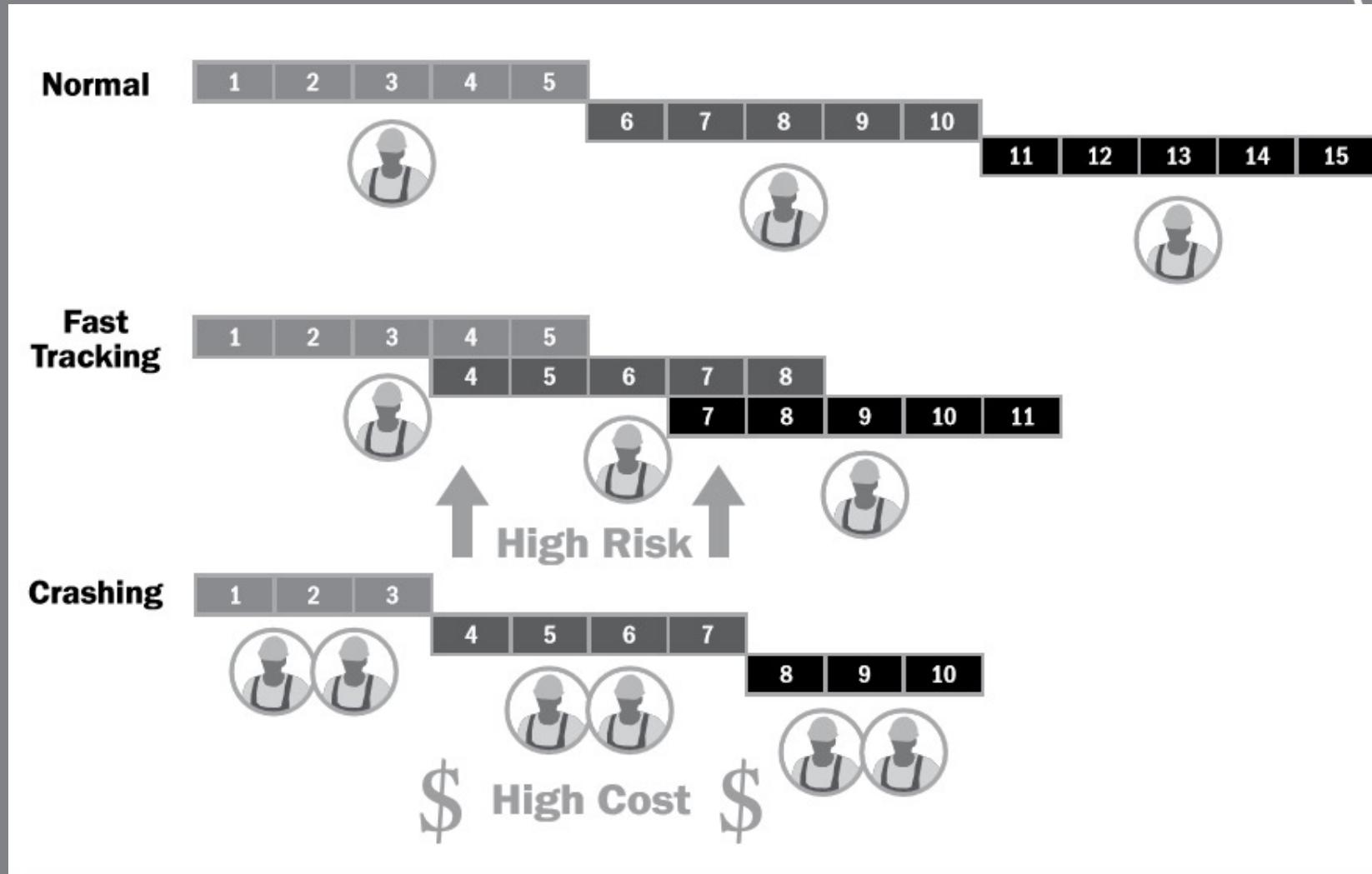


- In this step, the required time required to perform each activity is estimated. The three primary estimating techniques are utilized to determine an estimate for each task (activity) defined earlier: Analogous, Parametric, or Three point estimating. The task estimates are rolled up into an overall project estimate.



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Estimate Activity Durations : Tools & Techniques



Estimate Activity Durations : Tools & Techniques



Agile Release Planning

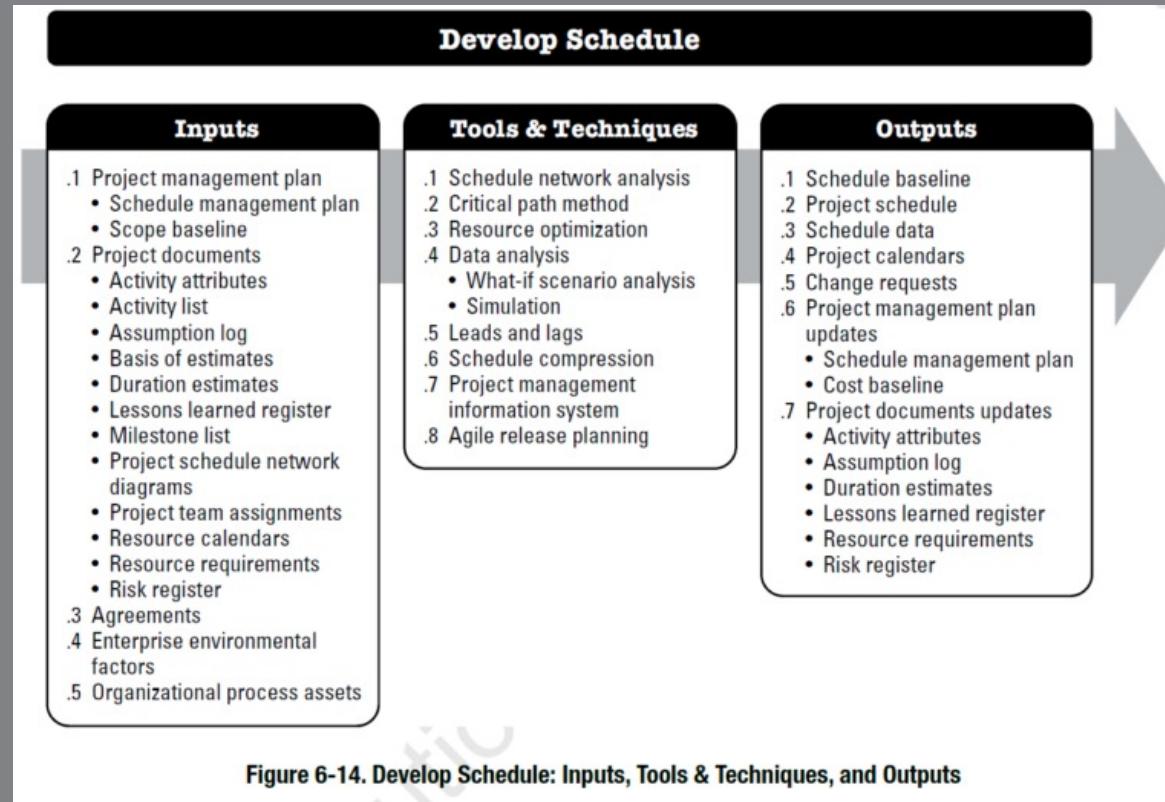
Agile release planning provides a high-level summary timeline of the release schedule (typically 3 to 6 months) based on the product roadmap and the product vision for the product's evolution.



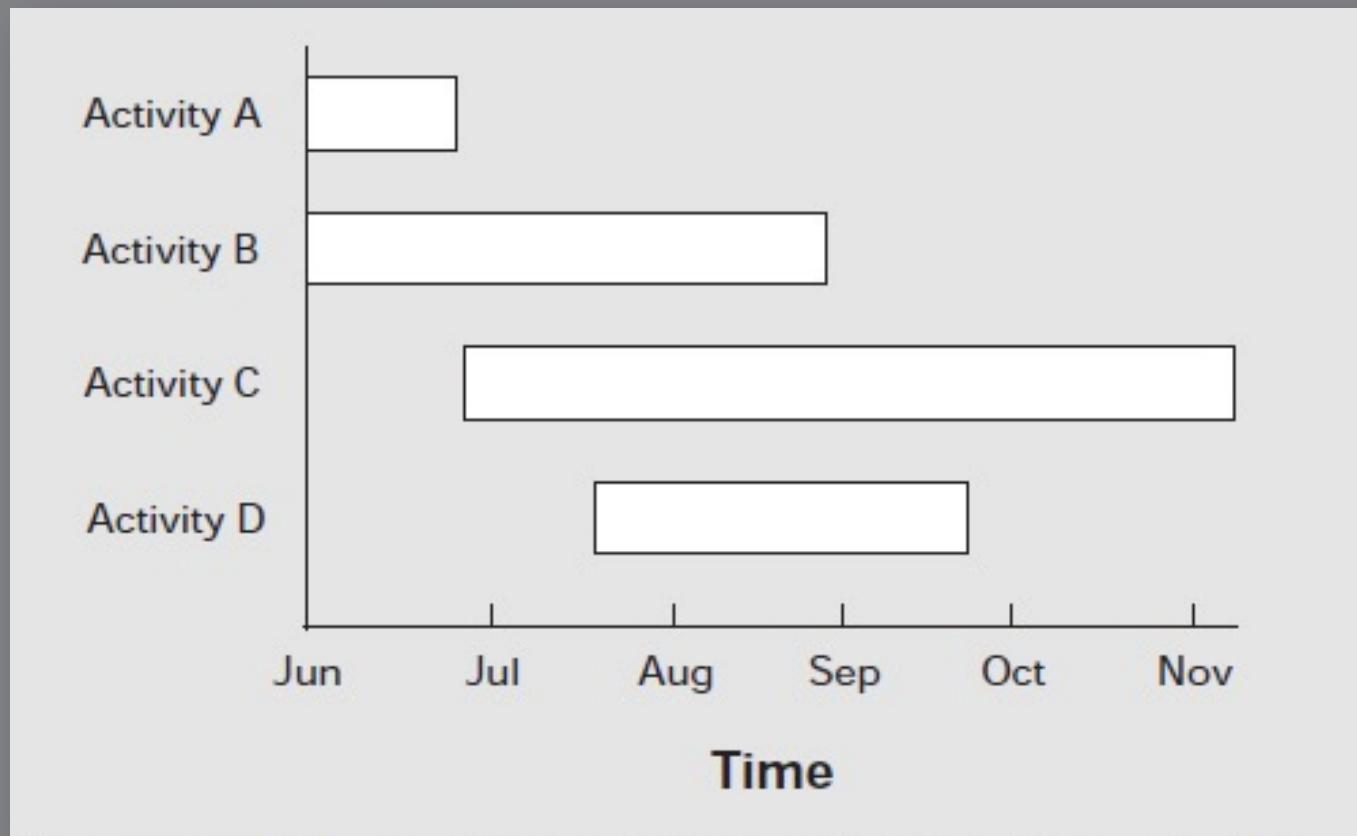
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Develop Schedule

- Once the duration of each activity, and the resources are known, the schedule can be developed. This involves using methods such as the critical path method, critical chain method, and others, to determine the overall completion date of the project. Float times for each activity are also important.

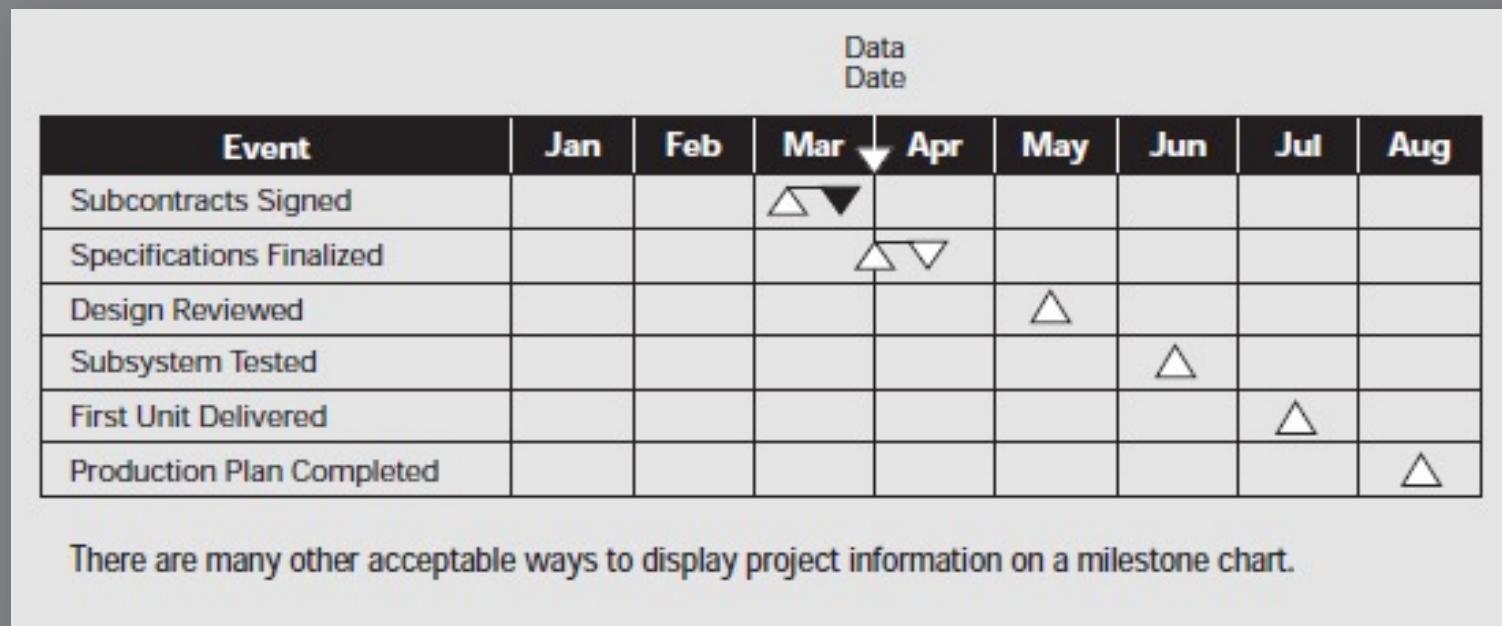


I. Bar (Gantt Chart)



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II. Milestone Chart



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Develop Schedule: Outputs Project Calendars



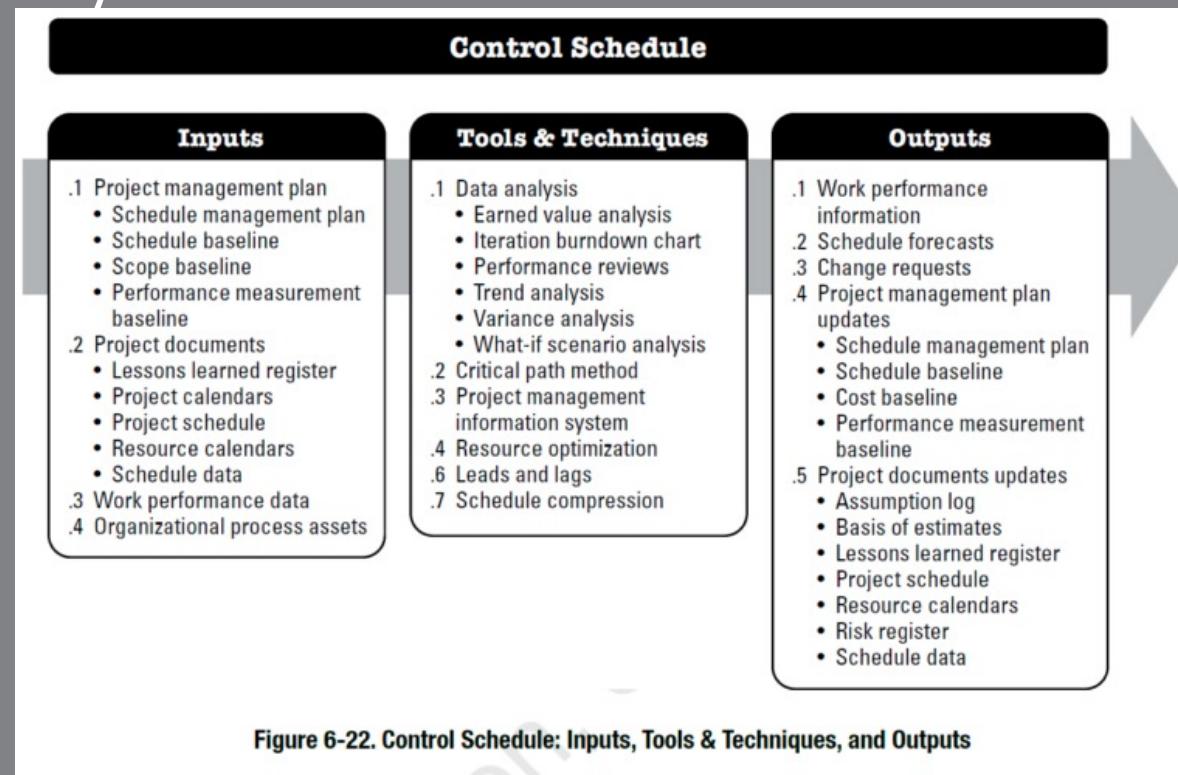
Working days and shifts that are available for scheduled activities. It distinguishes time periods in days or parts of days that are available to complete scheduled activities from time periods that are not available for work.



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Control Schedule

- This might be the most important process in the entire PMBOK. What is the most effective way to ensure the project deadlines are met? The PMBOK gives you the mechanics, but a good dose of experience and judgment will complement these techniques immensely.



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