

1. Major Project Documents (PMI PMBOK)

PMBOK identifies **three main documents** that guide any project:

a. Project Charter

This is the official document that **formally starts the project**.

It shows approval from higher management. Without it, the project has no official existence.

b. Project Scope Statement

This explains **what work will be done** and **what deliverables (outputs)** the project will produce.

It clearly describes what is *included* and what is *not included* in the project.

c. Project Management Plan

This explains **how** the work will be done.

It includes methods, processes, tools, schedules, risks, and communication plans.

2. The Project Plan

A project plan works like a **road map**.

Just like a map tells you which route to follow, a project plan tells the team **what to do**, **when**, and **how**.

Why this is important:

- Without a plan, the team only has a rough idea of the direction.
- You cannot measure progress accurately.
- If the team gets stuck, the plan helps guide them back.

- But the note says: **If the plan and real situation are different, follow reality.**
Plans must adjust to real conditions.
-

3. What the Project Plan Includes

A good project plan explains:

a. Project Summary

- Description of scope (what the project includes)
- Objectives (what the project must achieve)
- Assumptions and constraints
- List of all deliverables

b. Project Organization

- Who will work on the project
- Their roles and responsibilities

c. Resource List

- All resources required such as people, tools, software, hardware
- Their availability

d. Work Breakdown Structure (WBS)

This is the breakdown of the project into smaller, manageable tasks.

e. Estimates

How much time and effort each task will take.

f. Project Schedule

Timeline showing when each task will start and finish.

g. Risk Plan

Possible risks, their likelihood, impact, and what to do if they occur.

4. Why Is a Project Plan Important?

A project plan helps:

a. Assess feasibility

Determine if the project is realistic or not.

b. Show detailed planning

Management and clients can see the thinking behind the project.

c. Support negotiations

Useful when discussing changes, resources, costs, and timelines.

d. Check consistency

Ensures cost, schedule, and effort make sense together.

e. Track progress

Let's have the team compare actual progress with planned progress.

f. Control the project

Helps identify delays, risks, and issues early.

5. Why Planning Is Often Not Done Properly

Many teams fail to plan well because of:

a. Lack of time

People rush into coding without planning.

b. Lack of skills or tools

Some teams don't know how to plan correctly.

c. Lack of information

This happens when:

- Requirements are unclear
- The project is new and unfamiliar
- Past data is not available

d. Common excuses

People often say:

- "Everything will change anyway."
- "Planning means you lack confidence."
- "I prefer doing the work instead of planning."

These excuses cause poor planning and later lead to problems.

6. The Project Planning Space

Project planning involves balancing **five main factors**:

1. **Schedule** – How much time is available.
2. **Assets / Resources** – People, tools, equipment.
3. **Budget** – Money available.
4. **Requirements** – What work must be done.
5. **Risk Exposure** – How likely failure is and how costly it would be.

Key point:

If one factor changes (like schedule becomes shorter), you must adjust other factors (add more people or reduce scope) to keep the project realistic.

7. Balancing the Planning Space

The initial plan must create a balance between:

- Time
- Resources
- Requirements

And must keep risk at an acceptable level.

If one factor changes, the others must be adjusted.

This balance is critical for a successful project.

8. The “Rolling Wave” Approach

This planning style accepts that you **cannot plan everything fully at the start** because:

- There is uncertainty.
- Requirements may change.
- Resources may change.

The Rolling Wave approach means:

- Plan the overall project at a high level.
- Plan detailed tasks only for the next few months.
- Update the plan as you learn more.
- Each cycle adds more detail to the schedule and WBS.

This method allows flexibility and better handling of uncertainties.