

## 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.

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## 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.
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### **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.

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## **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.

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# **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.

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## 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.

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## 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.

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## **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.