
Schedule Management Plan

Financial Management System (FMS) Project

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1. Introduction

The Schedule Management Plan defines the framework, processes, and tools used to develop, manage, and control the project schedule for the Financial Management System (FMS).

The schedule serves as a roadmap for executing, monitoring, and delivering the project across multiple increments. Because the project follows an incremental approach, this plan outlines timelines for each increment, including requirements analysis, system design, implementation, testing, and integration.

It also explains how progress will be tracked, how delays will be managed, and how schedule changes will be evaluated and approved. This ensures that all team members and stakeholders share a unified understanding of how the schedule will be created, maintained, and controlled throughout the project lifecycle.

2. Schedule Management Approach

2.1 Scheduling Methodology

The schedule will be developed using deliverables from the Work Breakdown Structure (WBS) and aligned with PMBOK® 7th Edition standards:

1. **Activity Definition:** Each deliverable will be divided into work packages and tasks aligned with each increment.
2. **Activity Sequencing:** Dependencies will be mapped using Finish-to-Start (FS) relationships.
3. **Duration Estimating:** Task durations will be estimated using expert judgment, analogous estimation, and academic software project estimation norms.
4. **Resource Estimating:** Tasks will be assigned to the appropriate project roles (PM/BA, Architect, Developer, QA Tester).

The project follows the Incremental Development Model, consisting of five increments:

1. Core Accounting & Ledger
2. Budgeting & Planning
3. Reporting & Dashboards
4. Security & Audit Logging

5. Integration, Deployment, and Maintenance

Each increment includes requirement analysis, design, development, integration, and testing.

2.2 Scheduling Tools

- **Primary Tool:** ProjectLibre
- **Supporting Tools:**
 - Microsoft Excel / Google Sheets for draft task lists
 - GitHub for progress tracking
 - Google Drive for storing schedule baselines and updates

2.3 Schedule Development and Review

The project team will review all work package assignments, dependencies, durations, and resource allocations before submission for sponsor approval.

Once approved, the schedule will be baselined in ProjectLibre and used as the reference point for progress measurement.

2.4 Project Schedule Milestones

Milestone	Description
Project Charter Completion	Initial approval of project initiation
Scope Statement & WBS Approval	Core planning deliverables completed
Schedule Baseline Approval	Official schedule baseline established
Increment 1 Release	Core Accounting module completed
Increment 2 Release	Budgeting module completed
Increment 3 Release	Reporting & Dashboards completed

Increment 4 Release	Security & Audit Logging completed
Increment 5 Release	Final deployment and integration
UAT Approval	User Acceptance Testing sign-off
Final Project Handover	Delivery of final project artifacts
Project Closure	Formal closure of project activities

3. Roles and Responsibilities

Project Manager (PM):

- Defines and sequences work packages
- Builds and maintains the schedule in ProjectLibre
- Reports performance and manages baseline
- Coordinates change requests

Project Team:

- Provides estimates and task completion updates
- Participates in schedule reviews
- Reports progress bi-weekly

Project Sponsor:

- Approves schedule baseline and major changes
- Ensures resource availability

Stakeholders (Finance, IT, Audit):

- Validate milestones and deliverables
- Provide timely feedback

4. Schedule Control

4.1 Monitoring and Updating

The schedule will be updated bi-weekly based on task progress reports.

Performance monitoring includes:

- Gantt Chart tracking
- Critical Path analysis
- Percent completion calculation

4.2 Communication

Schedule status will be communicated:

- **Weekly:** during internal team meetings
- **Bi-Weekly:** during sponsor reviews
- **Ongoing:** via shared dashboards and Gantt charts

4.3 Responsibilities

- **PM:** Lead schedule reviews, evaluate risks, submit change requests.
- **Team:** Report progress and assist in variance resolution.
- **Sponsor:** Approve changes exceeding set thresholds.

5. Schedule Baseline

The Schedule Baseline represents the approved version of the schedule, used as a standard for measuring progress.

Re-baselining will occur only upon sponsor approval, and all baseline versions will be stored in the project repository.

6. Schedule Performance Measurement

Schedule performance will be measured using Earned Value Management (EVM) metrics:

Metric	Definition	Formula

Planned Value (PV)	Authorized budget for scheduled work	—
Earned Value (EV)	Value of work performed	—
Actual Cost (AC)	Cost of completed work	—
Schedule Variance (SV)	Measure of schedule deviation	$SV = EV - PV$
Schedule Performance Index (SPI)	Schedule efficiency ratio	$SPI = EV / PV$

Performance reviews will ensure early detection of schedule risks and implementation of corrective actions.

7. Schedule Changes and Thresholds

7.1 Change Thresholds

A formal Schedule Change Request must be submitted when:

- Task duration changes by $\pm 10\%$
- An increment is delayed by more than one week
- Critical path activity is impacted
- A major milestone is affected

7.2 Change Control Process

1. Identify schedule impact.
2. Analyze change effect and risk.
3. Submit change request if threshold exceeded.
4. Sponsor approves or rejects.
5. Update and re-baseline schedule.
6. Communicate updates to stakeholders.

8. Scope Change

Approved scope changes may impact the schedule.

Once identified, the PM evaluates schedule impact and obtains sponsor approval for necessary adjustments or re-baselining.

9. Assumptions and Constraints

Assumptions:

- Team availability as planned
- ProjectLibre and GitHub accessible throughout project
- Timely stakeholder feedback

Constraints:

- Limited semester timeframe
- Academic and resource constraints
- Fixed milestone deadlines

10. Tools and Techniques

Techniques:

- Critical Path Method (CPM)
- Rolling Wave Planning
- Fast Tracking and Crashing
- Earned Value Analysis

Tools:

- ProjectLibre
- Google Sheets
- GitHub
- Google Drive

11. Sponsor Acceptance

Approved by the Project Sponsor:

Name: _____

Title: _____

Date: _____