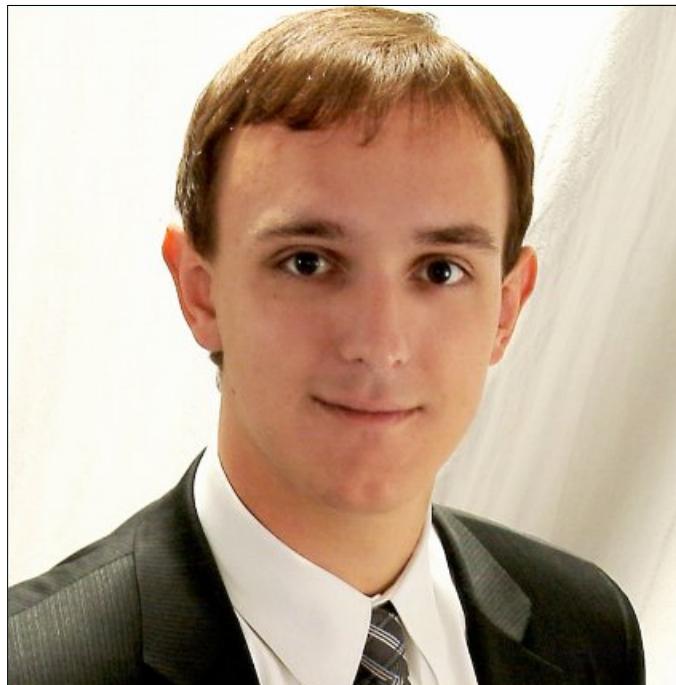


Project Schedule Management

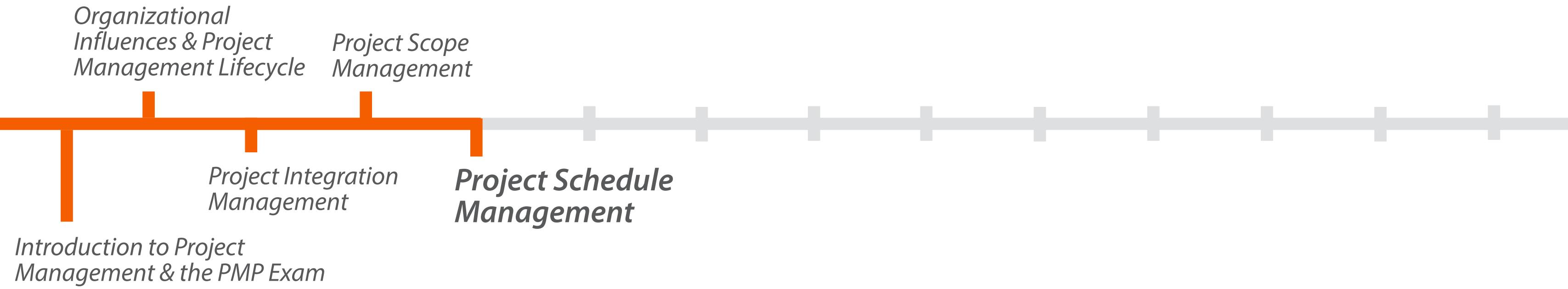
Introduction to Project Schedule Management



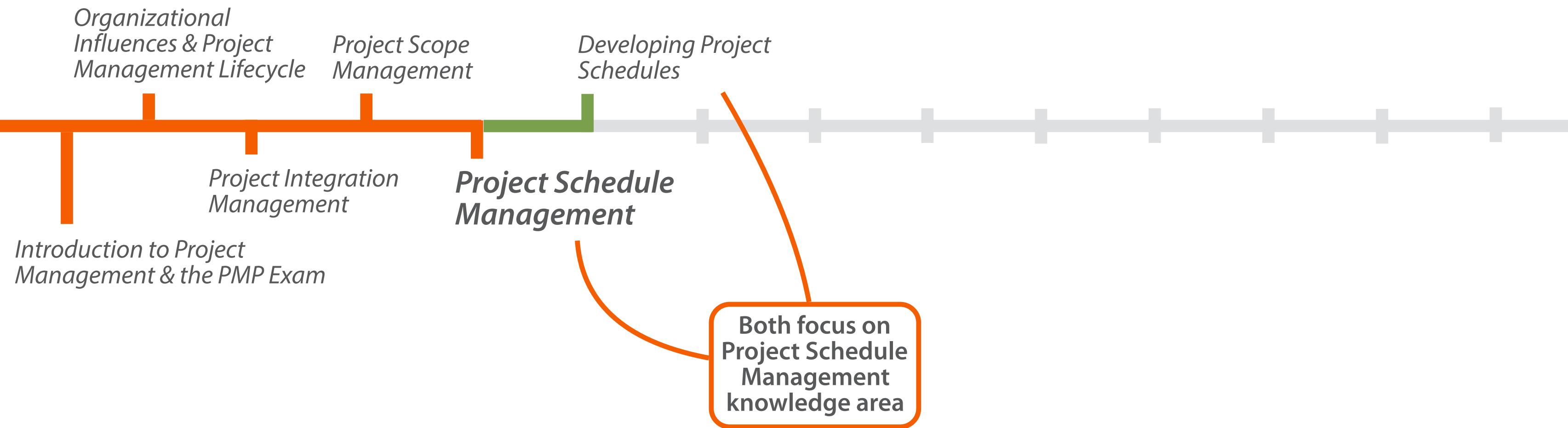
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Preparing for the PMP® Exam



Preparing for the PMP® Exam



Project Schedule Management Knowledge Area

Project Schedule Management

Plan Schedule Management

Define Activities

Sequence Activities

Estimate Activity Durations

Develop Schedule

Control Schedule

Developing Project Schedules

Project Schedule Management Knowledge Area

Project Schedule Management

Plan Schedule Management

Define Activities

Sequence Activities

Estimate Activity Durations

Developing schedule components

Developing Project Schedules

Develop Schedule

Control Schedule

Bringing it all together

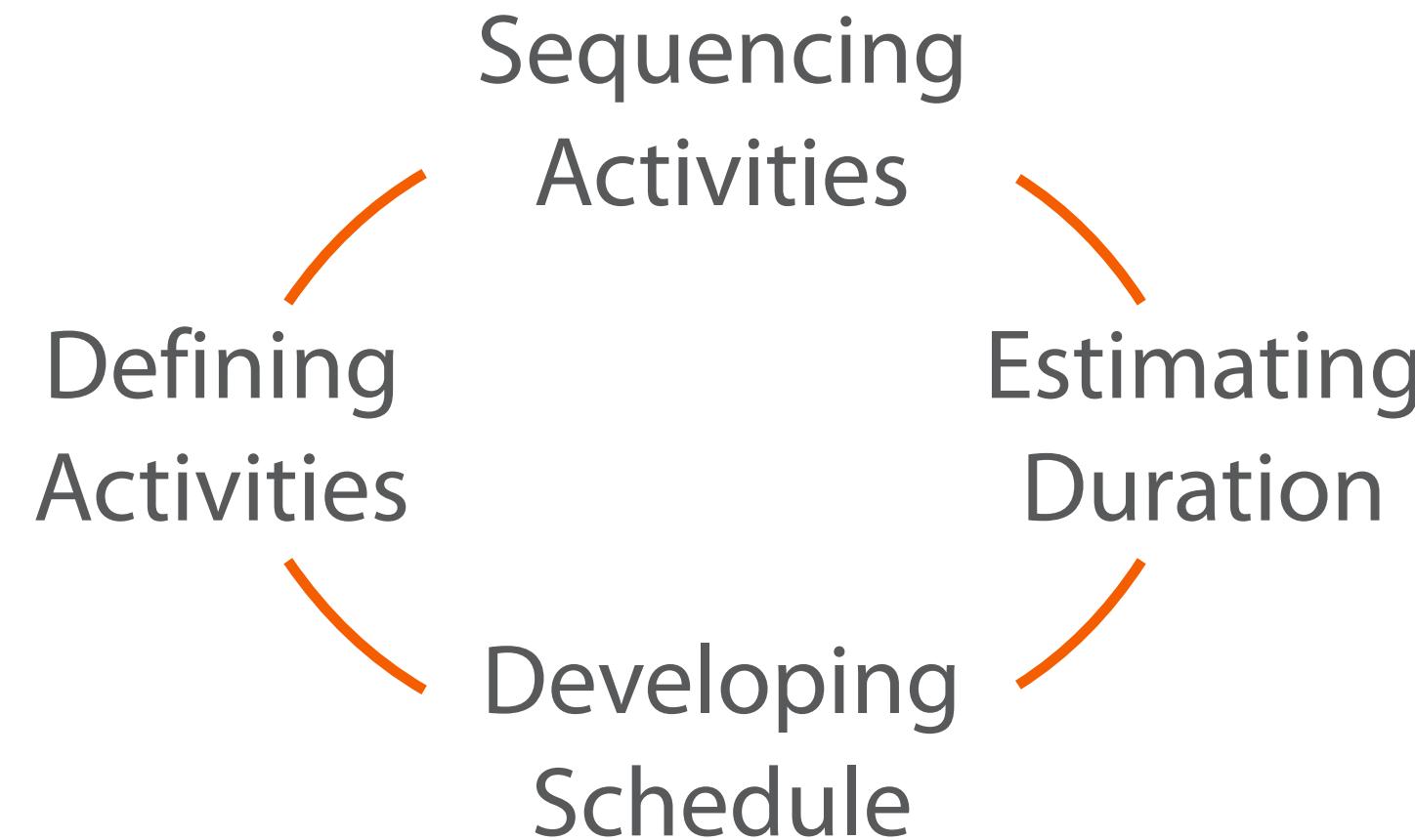
Module Overview



Overview Project Schedule Management
Planning Schedule Management
Schedule Management Plan Components
The Plan Schedule Management Process

Project Schedule Management

Project Schedule Management



Closely linked in small projects

Project Time Management

Defining
Activities

Sequencing
Activities

Estimating
Duration

Developing
Schedule

Each employs different tools and techniques
Must consider each process separately

Project Time Management

The **Schedule Management Plan** outlines how processes will be employed, what tools/techniques will be used

Control Schedule is most prominent process when project work is actively underway

Defining Activities

Sequencing Activities

Estimating Duration

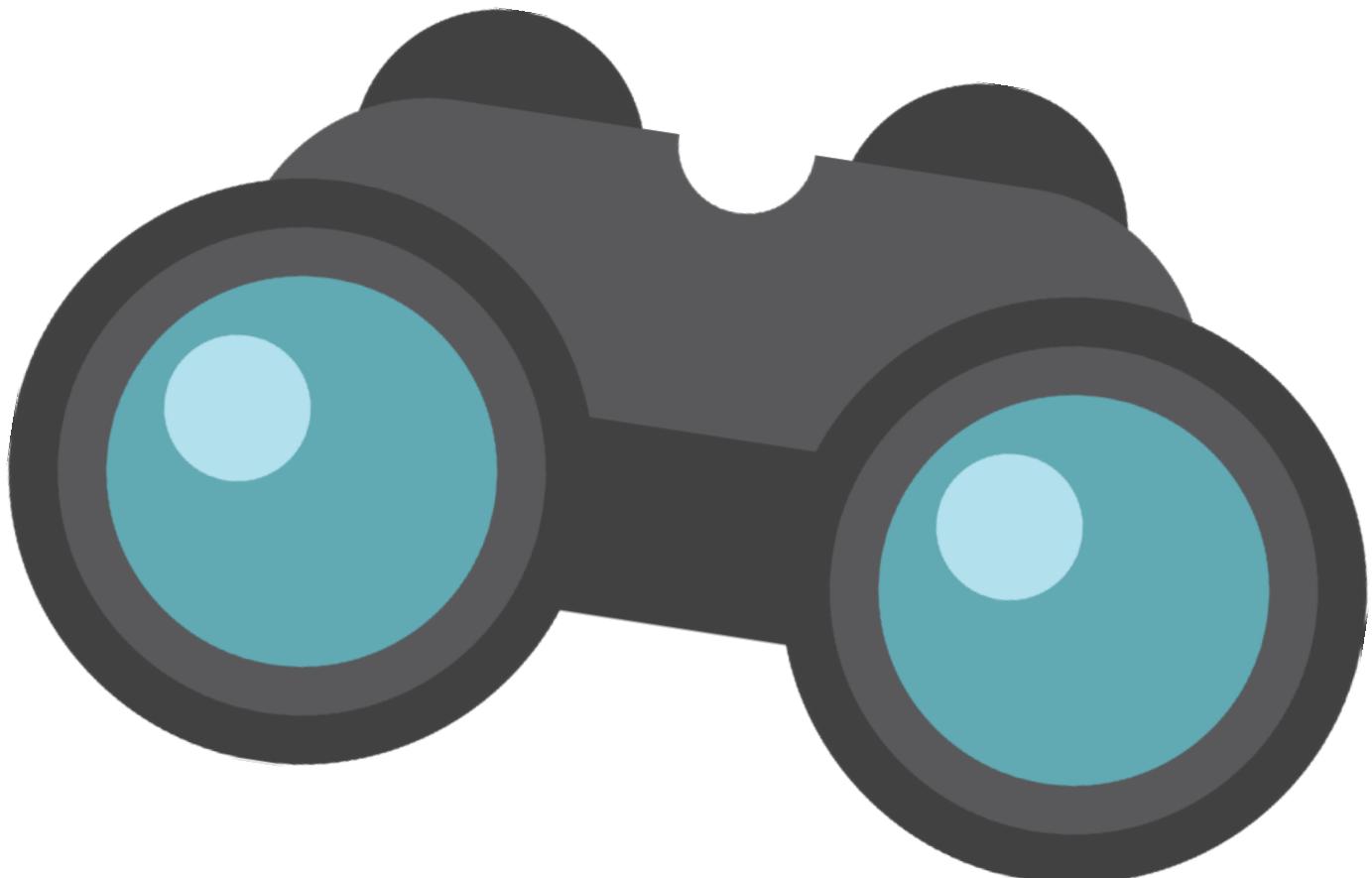
Developing Schedule

Plan Schedule Management

Planning

Project Schedule
Management

Defines how schedule and time-related tasks are handled throughout the project



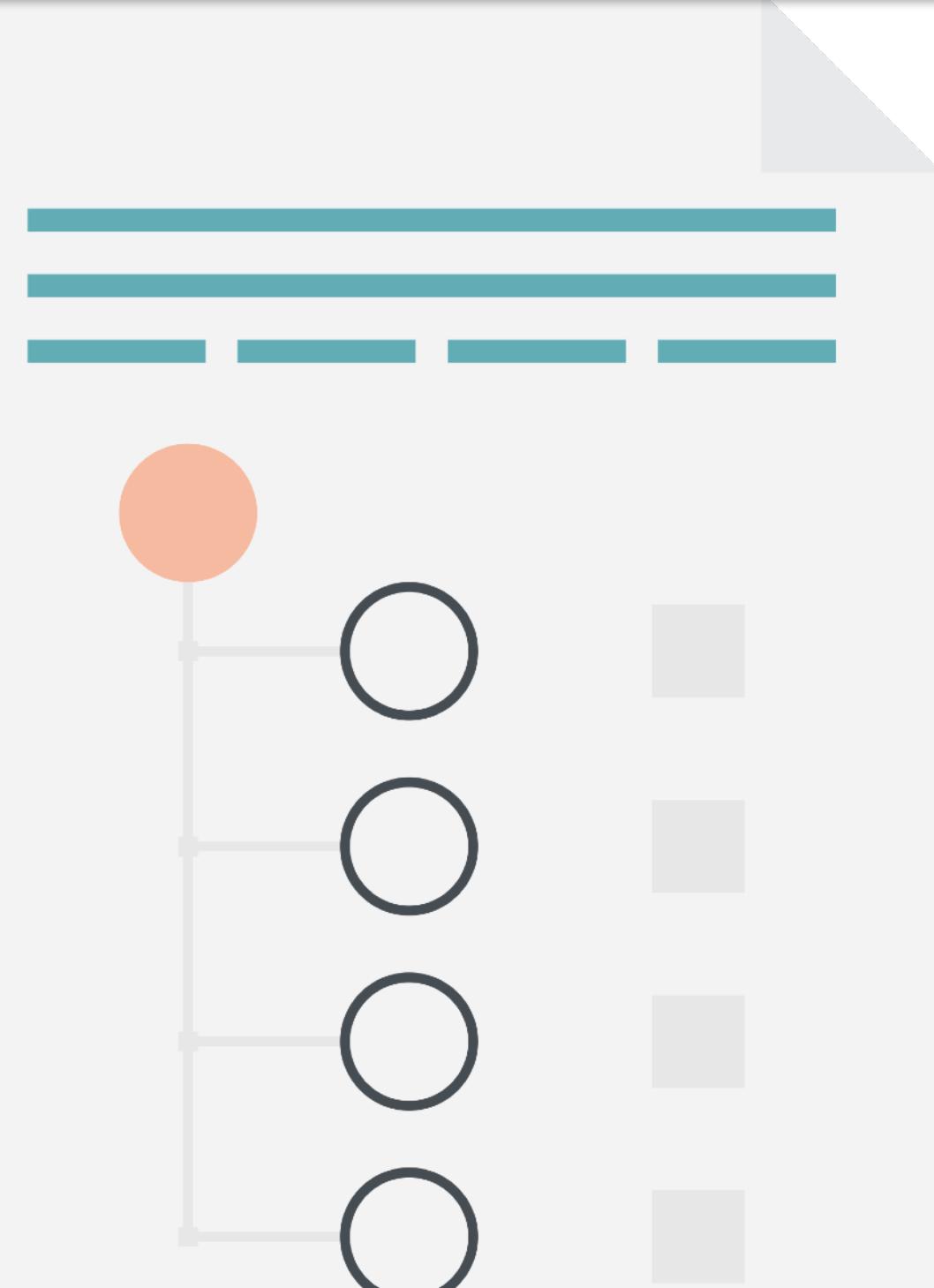
Define Activities

Planning

Project Schedule
Management

Breaks work packages into individual activities

Catalogs and develops various activity attributes useful for further planning



Sequence Activities

Planning

Project Schedule
Management

Identifies, documents activity relationships

Determines which tasks must/should be accomplished prior to or after other tasks



Estimate Activity Durations

Planning

Project Schedule
Management

Projects number of work periods required to complete activities given planned resources

Provides time dimension to estimates, allowing for scheduling to take place



Develop Schedule & Control Schedule covered in next course

Planning Schedule Management



...the process of establishing the policies, procedures and documentation for planning, developing, managing, executing and controlling the project schedule.



Plan Schedule Management

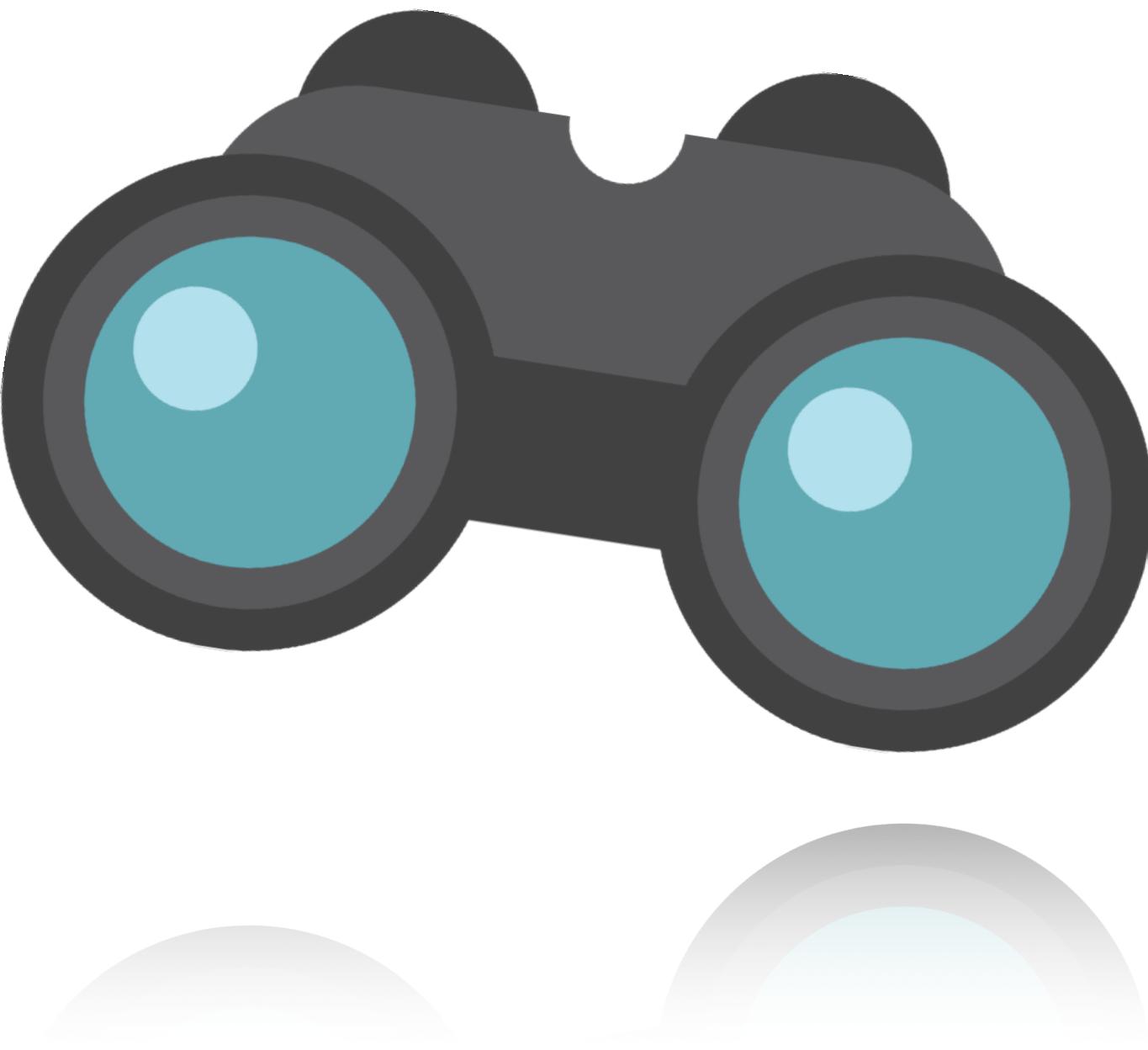
Planning

Project Schedule Management

Guides and directs how schedule will be managed throughout the project

May be formal or informal, detailed or broad

Structure and scope of plan depends on project needs and preferred thresholds for control



Plan Schedule Management

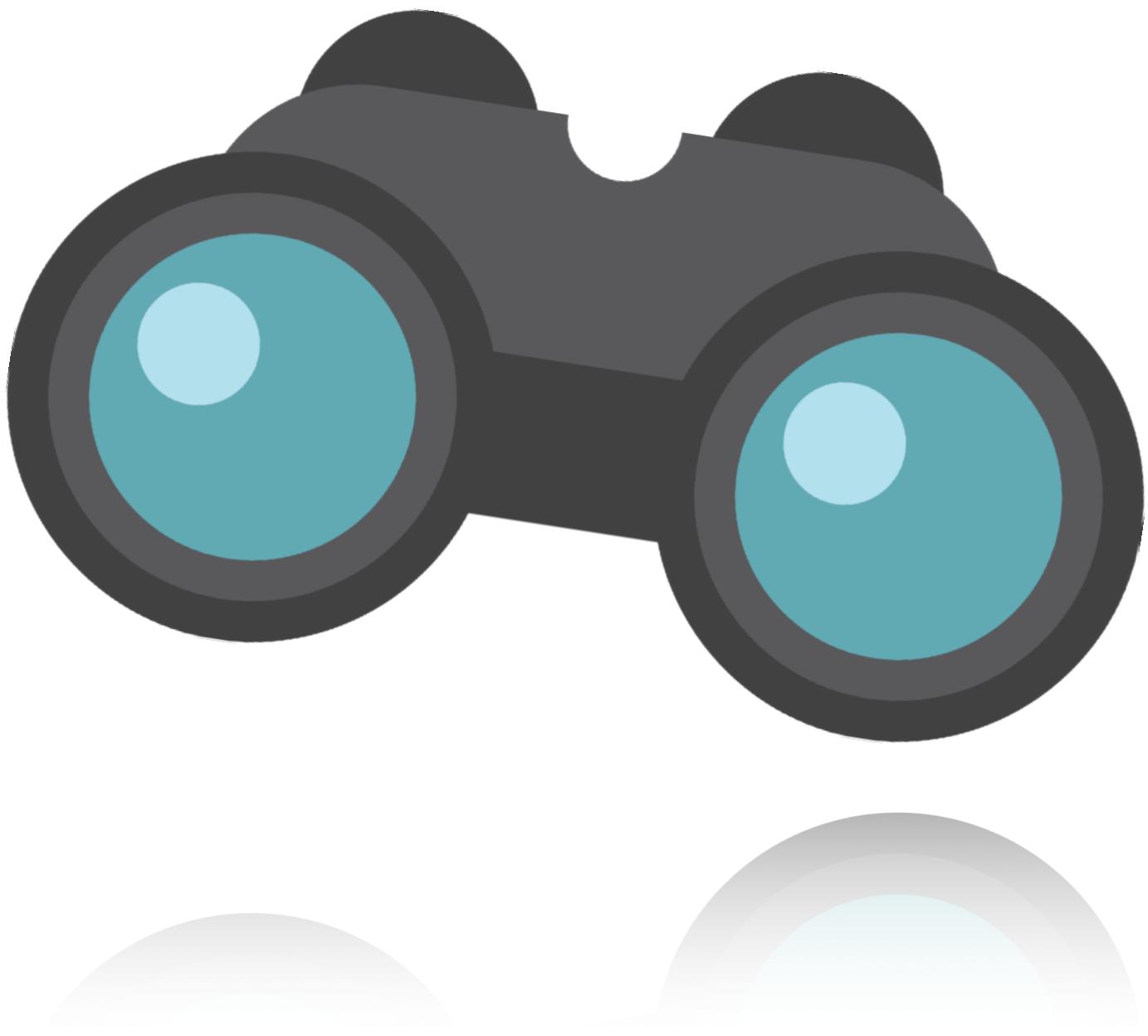
Planning

Project Schedule
Management

Identifies scheduling methods and tools

Sets format and criteria for developing
and controlling schedule

Sets scheduling method



Plan Schedule Management

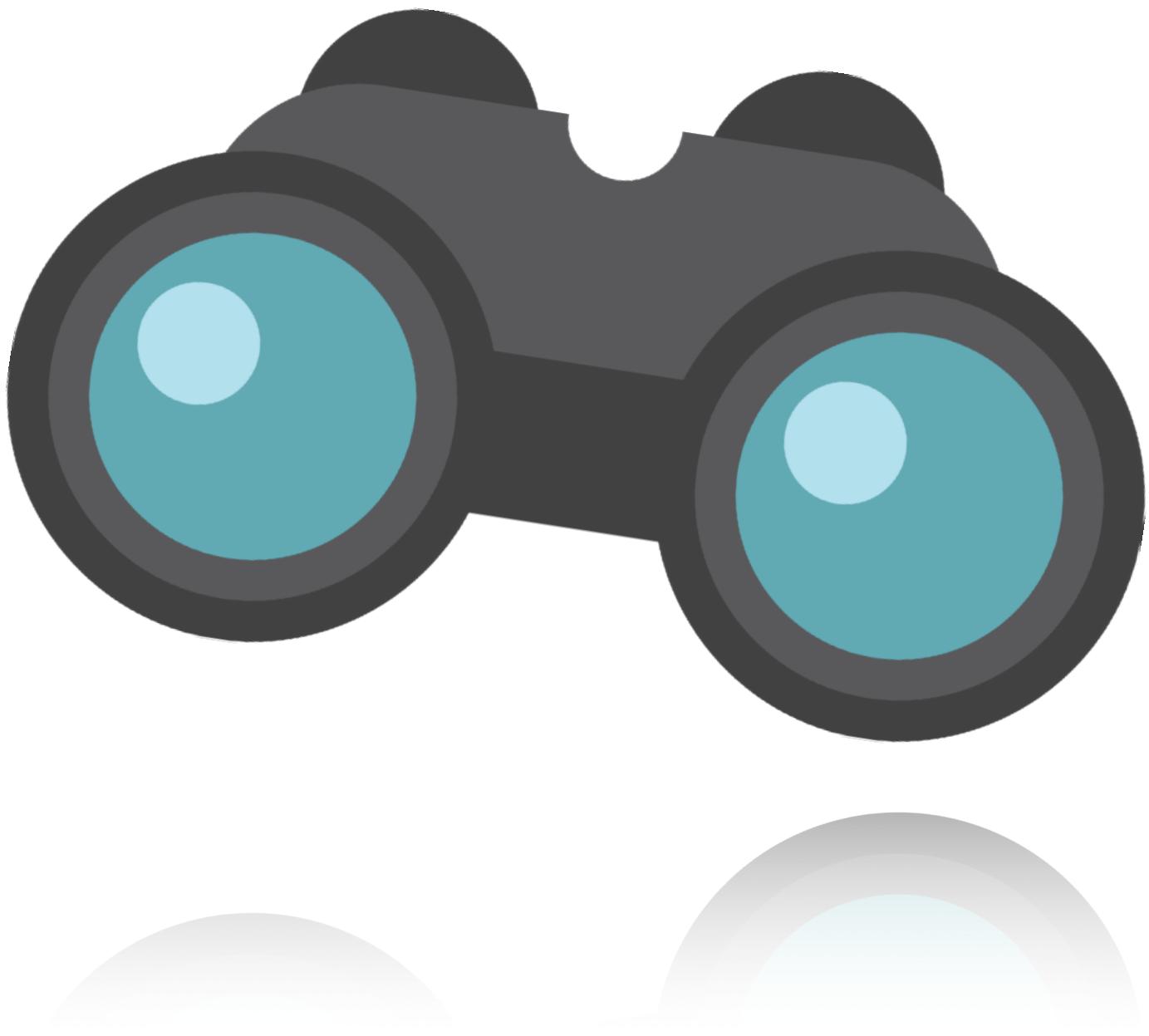
Planning

Project Schedule Management

Results in a scheduling model based on outputs of other time management processes

Details how variances from baseline should be reported and assessed

May be updated to account for changes in how project schedule is managed

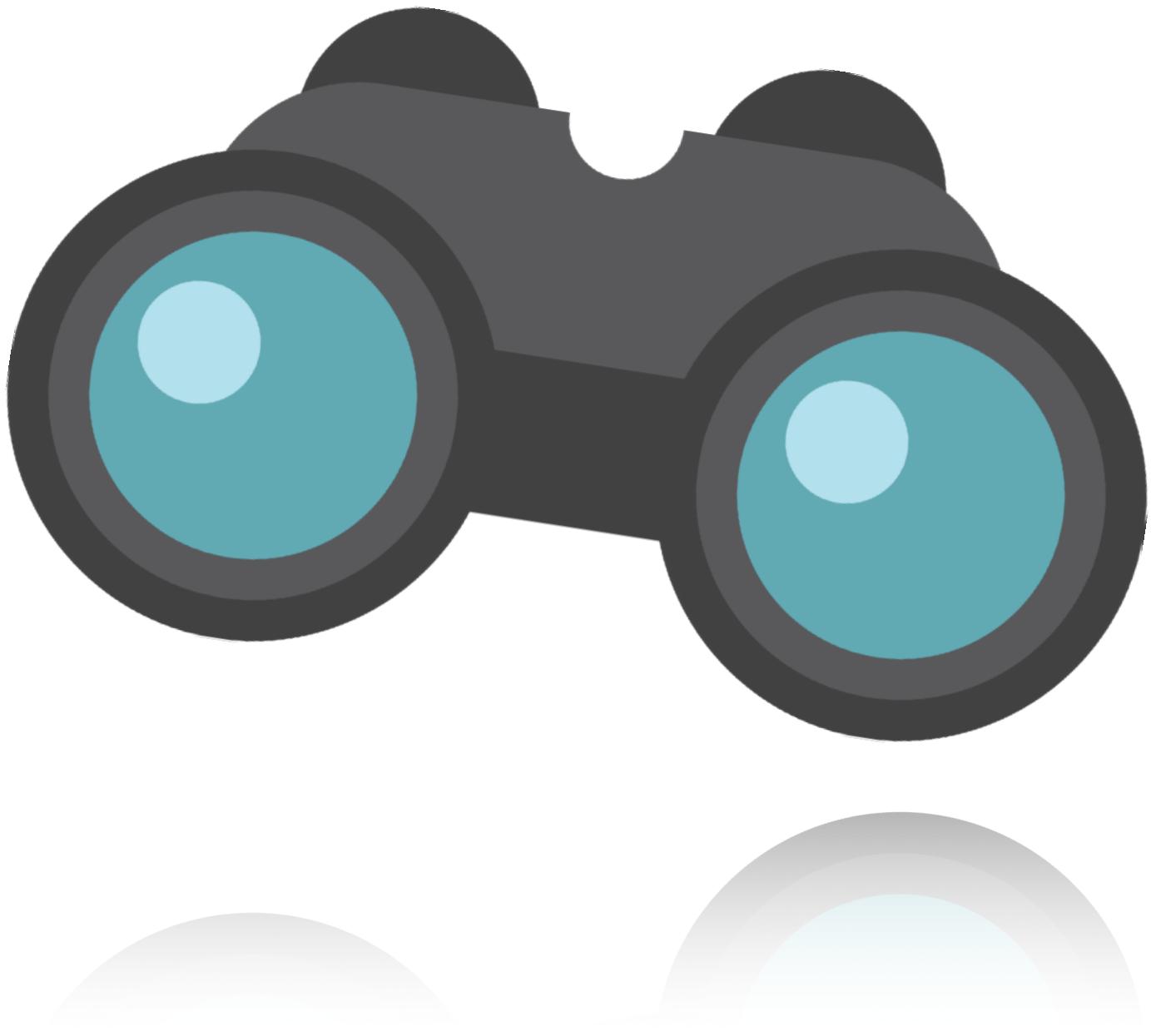


Plan Schedule Management

Planning

Project Schedule
Management

Result is not the schedule itself, but rather a plan for *managing* the project schedule



Schedule Management Plan Components

Schedule Management Plan

Project Schedule Model Development

What methodology and scheduling tools will be used on the project?

Critical Path/Critical Chain • MS Project/Primavera

Level of Accuracy

What range is acceptable for duration and resource estimates?

Will contingencies be built in?

Units of Measure

Time measured in staff hours, days, weeks?

Resources measured in meters, tons?

Schedule Management Plan

Organizational Procedures Links

Links back to OPAs?
How does the WBS indicate the schedule framework should be structured?

Project Schedule Model Maintenance

How will the schedule be kept up to date?
What procedures will be used for updates and progress reports?

Control Thresholds

What level of variation is considered outside of control and therefore in need of some sort of action?

Schedule Management Plan

Rules of Performance Measurement

What earned value techniques (baselines, percent complete, etc) and other measurements may be used?
How will we establish completion percentages?

Reporting Formats

How often will reports be issued?
What format will reports follow?

Release and Iteration Length

Time-boxing helps control scope creep in adaptive project environments

Inside the Plan Schedule Management Process

Plan Schedule Management

Planning

Project Schedule Management

Inputs

Project Management Plan

Project Charter

Enterprise Environmental Factors

Organizational Process Assets

Tools & Techniques

Expert Judgment

Data Analysis

Meetings

Outputs

Schedule Management Plan

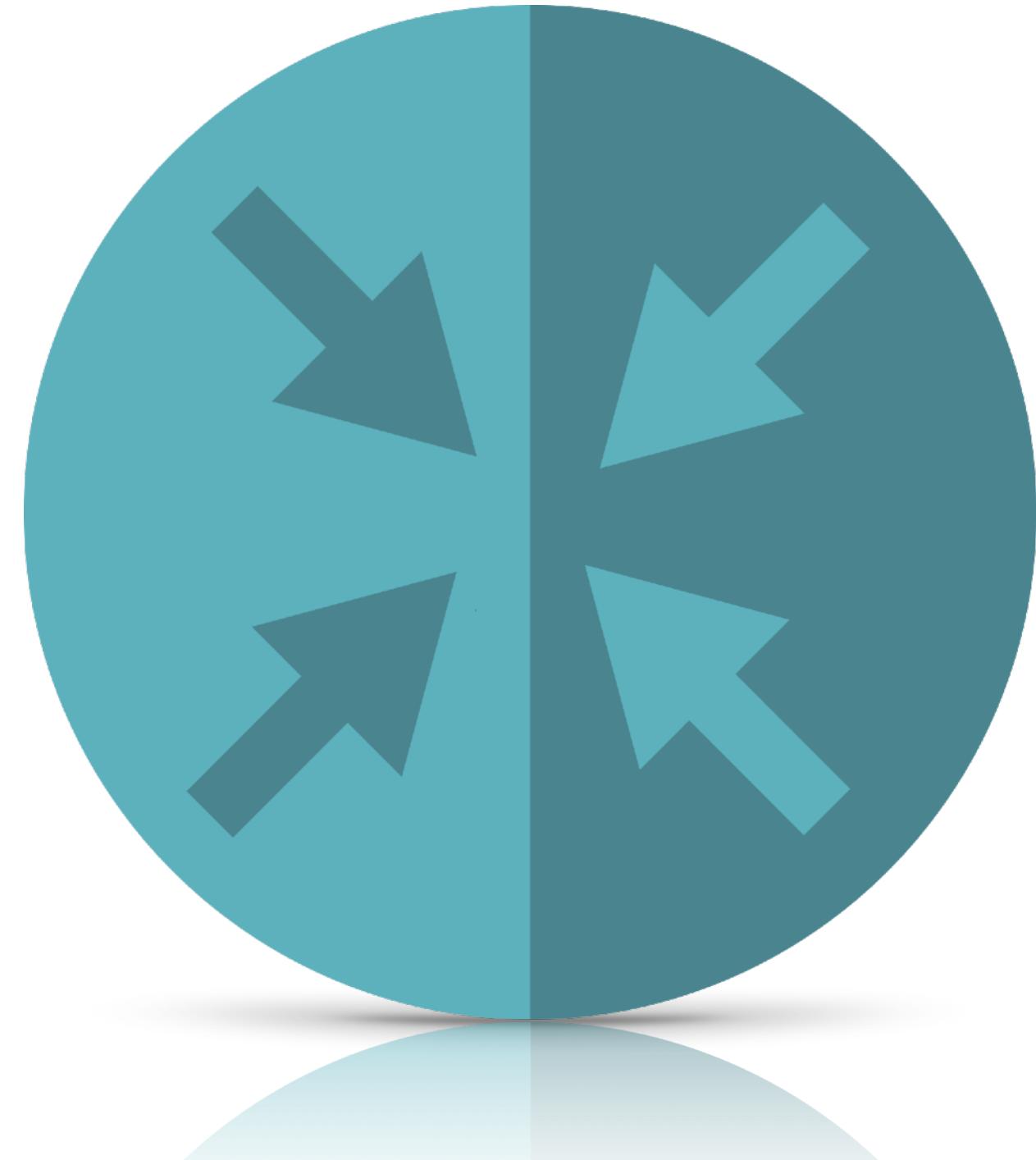
Plan Schedule Management

Inputs

T&Ts

Outputs

Project Management Plan:
Scope Baseline – Project scope statement and WBS are critical in defining activities and conducting estimations



Plan Schedule Management

Inputs

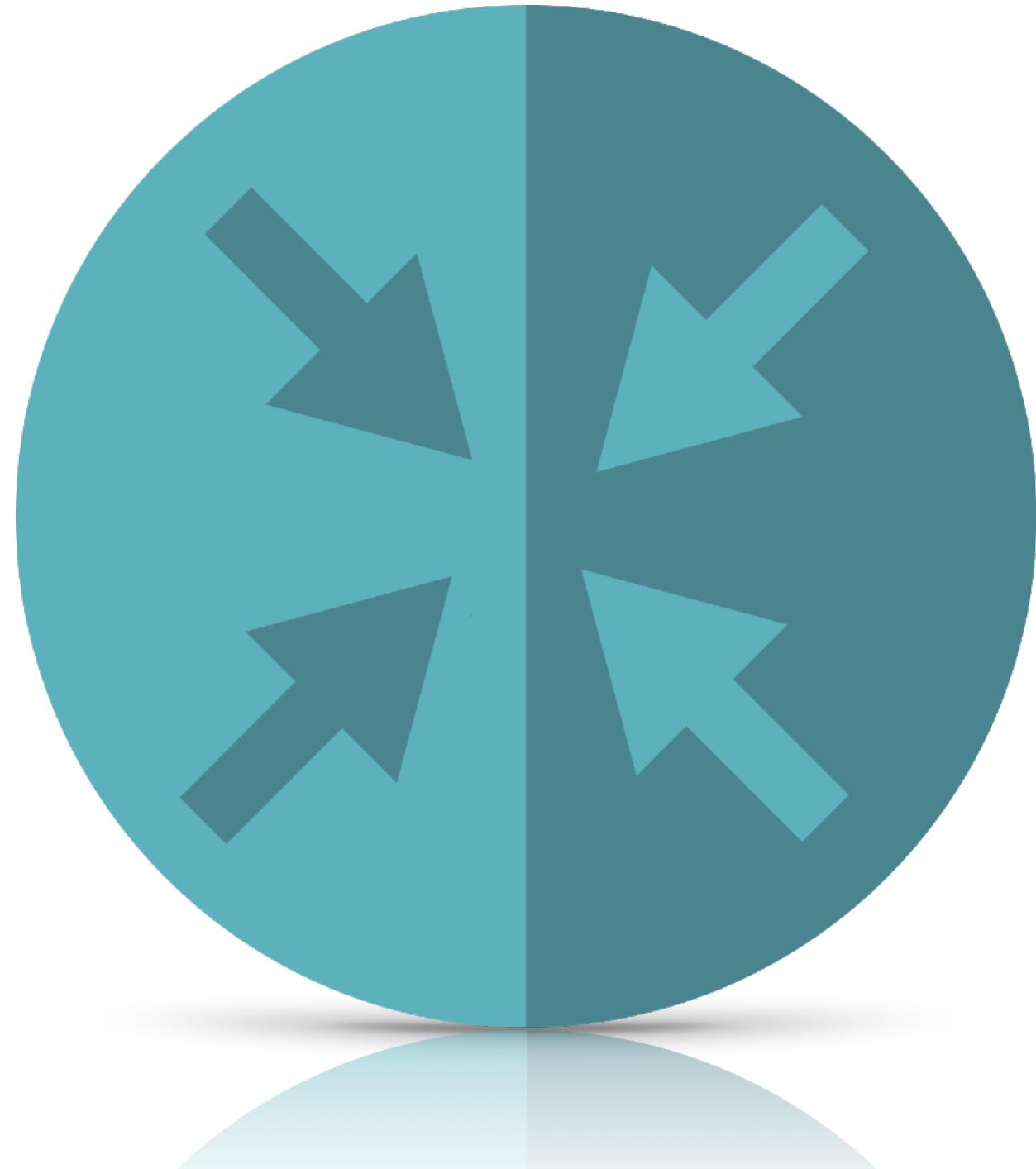
T&Ts

Outputs

Project Management Plan: Development Approach –

Describes if agile, iterative, predictive,
or a hybrid approach will be taken

Helps determine best scheduling and
estimating tools and techniques



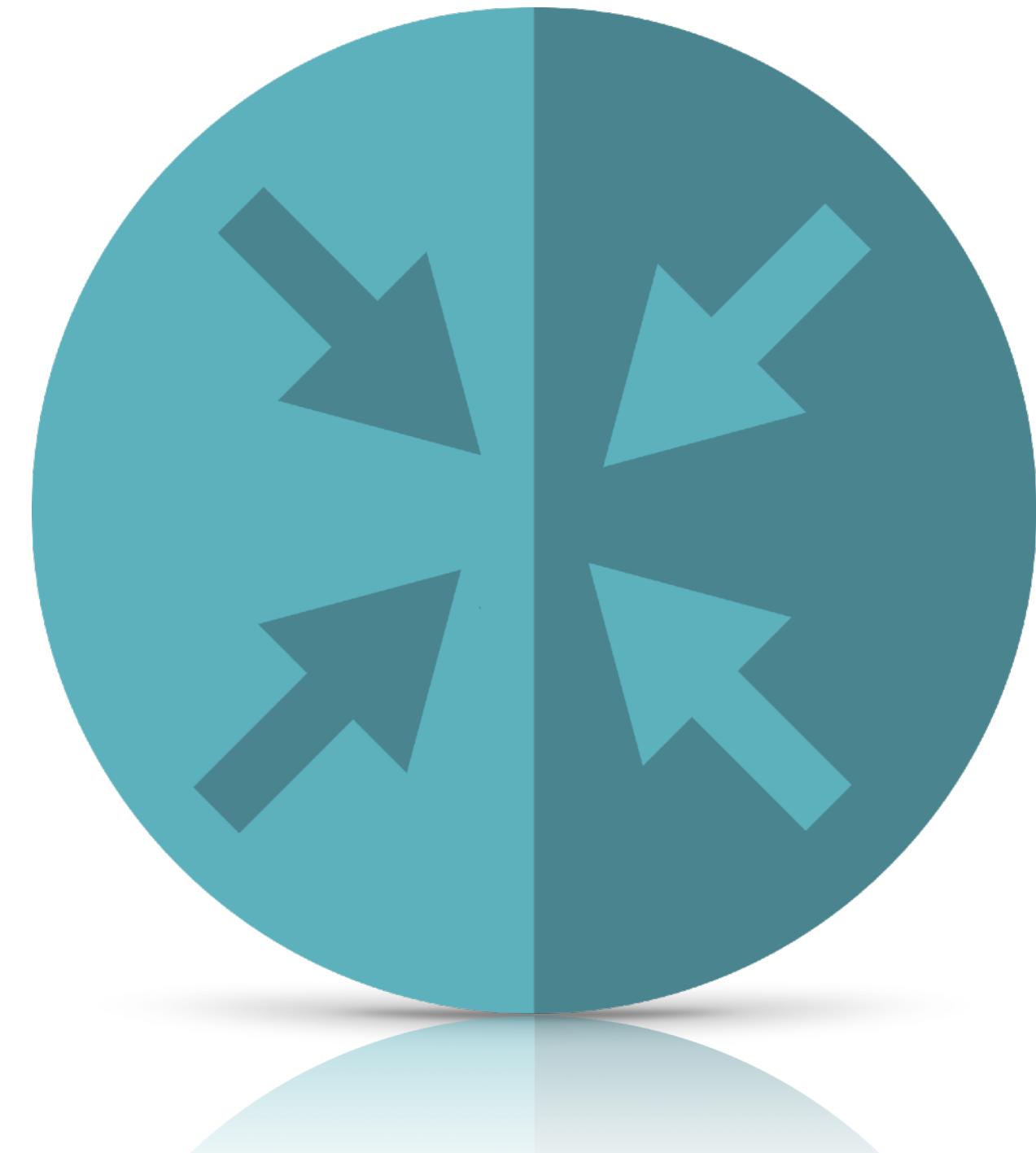
Plan Schedule Management

Inputs

T&Ts

Outputs

Project Charter: Includes a summary milestone schedule and project approval requirements useful in schedule development



Plan Schedule Management

Inputs

T&Ts

Outputs

Enterprise Environmental Factors:

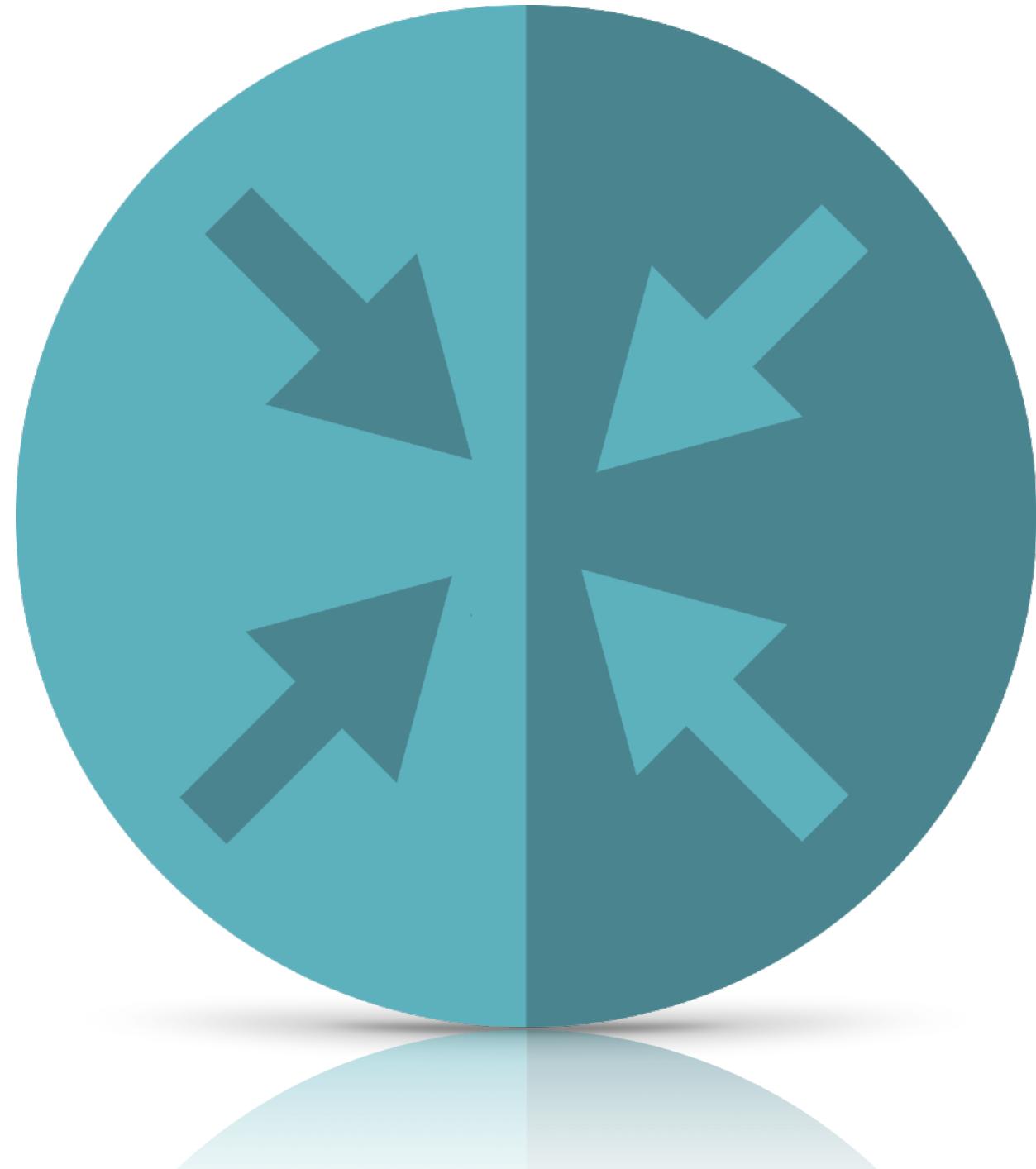
Organizational culture

Resource/skill availability

Project management software

Published commercial information

Work authorization systems



Plan Schedule Management

Inputs

T&Ts

Outputs

Organizational Process Assets:

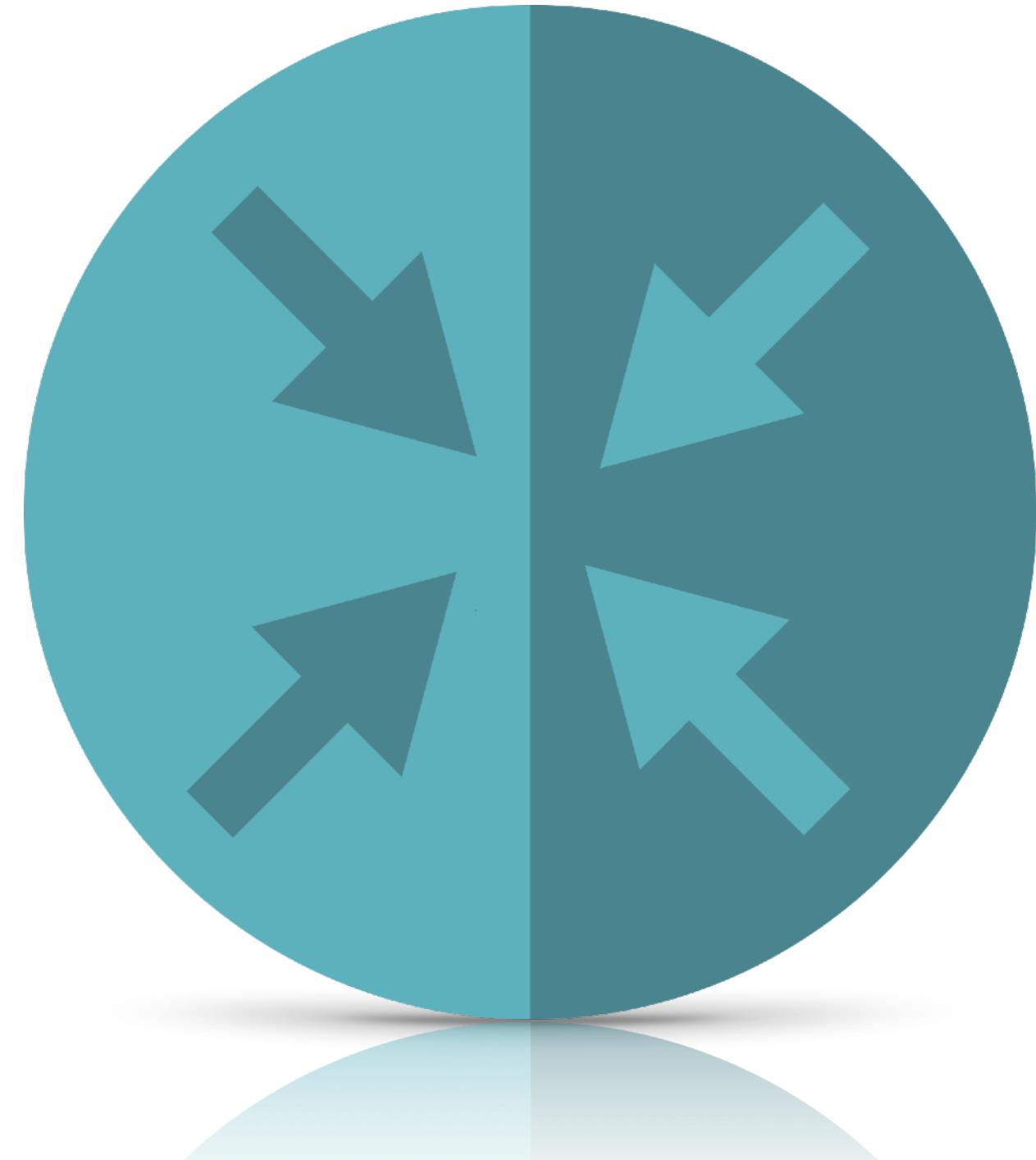
Historical information

Lessons learned

Policies, procedures, and guidelines

Templates and forms

Monitoring and reporting tools



Plan Schedule Management

Inputs

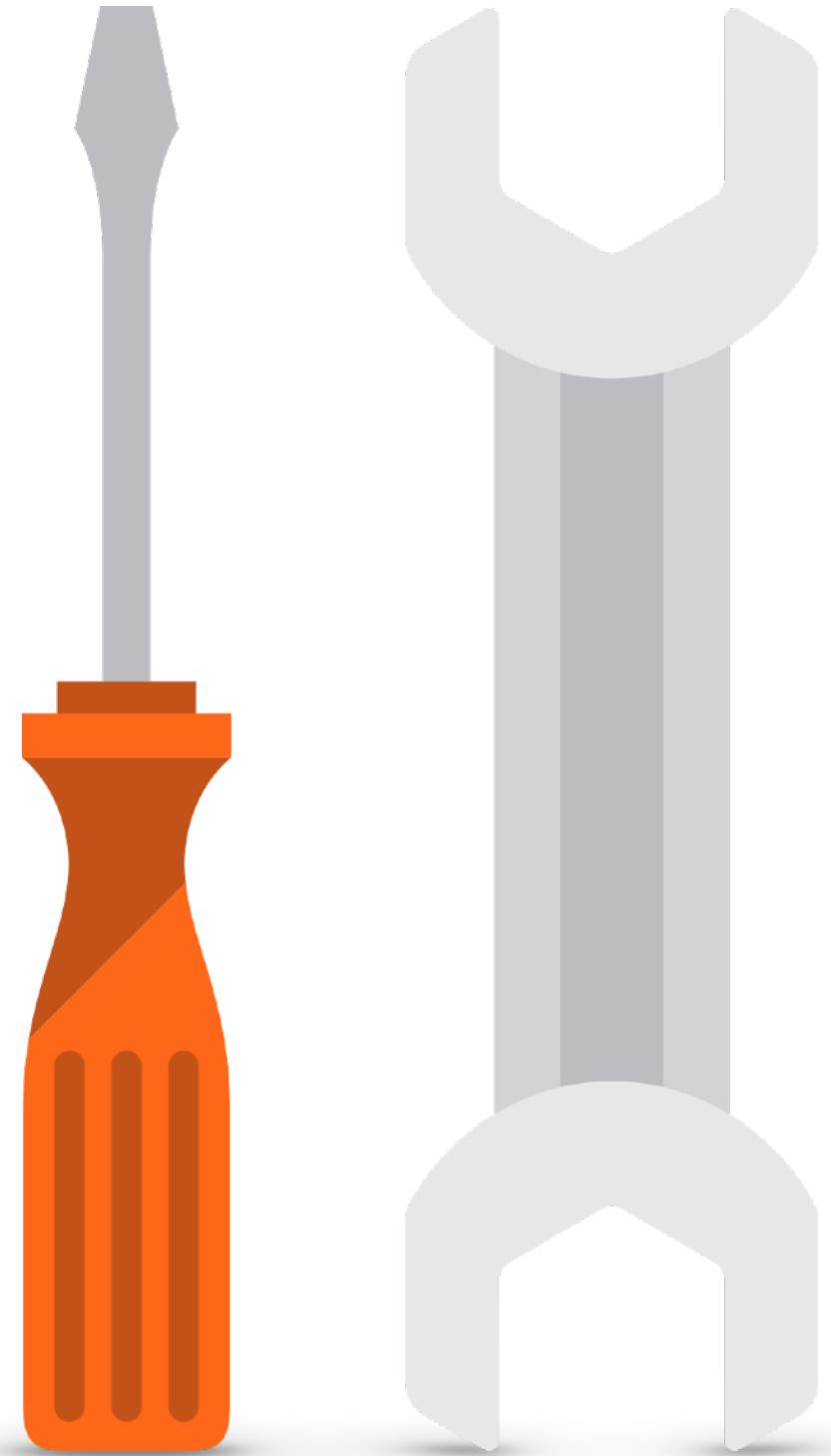
T&Ts

Outputs

Expert Judgment: Useful in determining what scheduling method(s) may be best

Provides insight from past projects useful for estimations

Assists in understanding scheduling requirements of technical activities



Plan Schedule Management

Inputs

T&Ts

Outputs

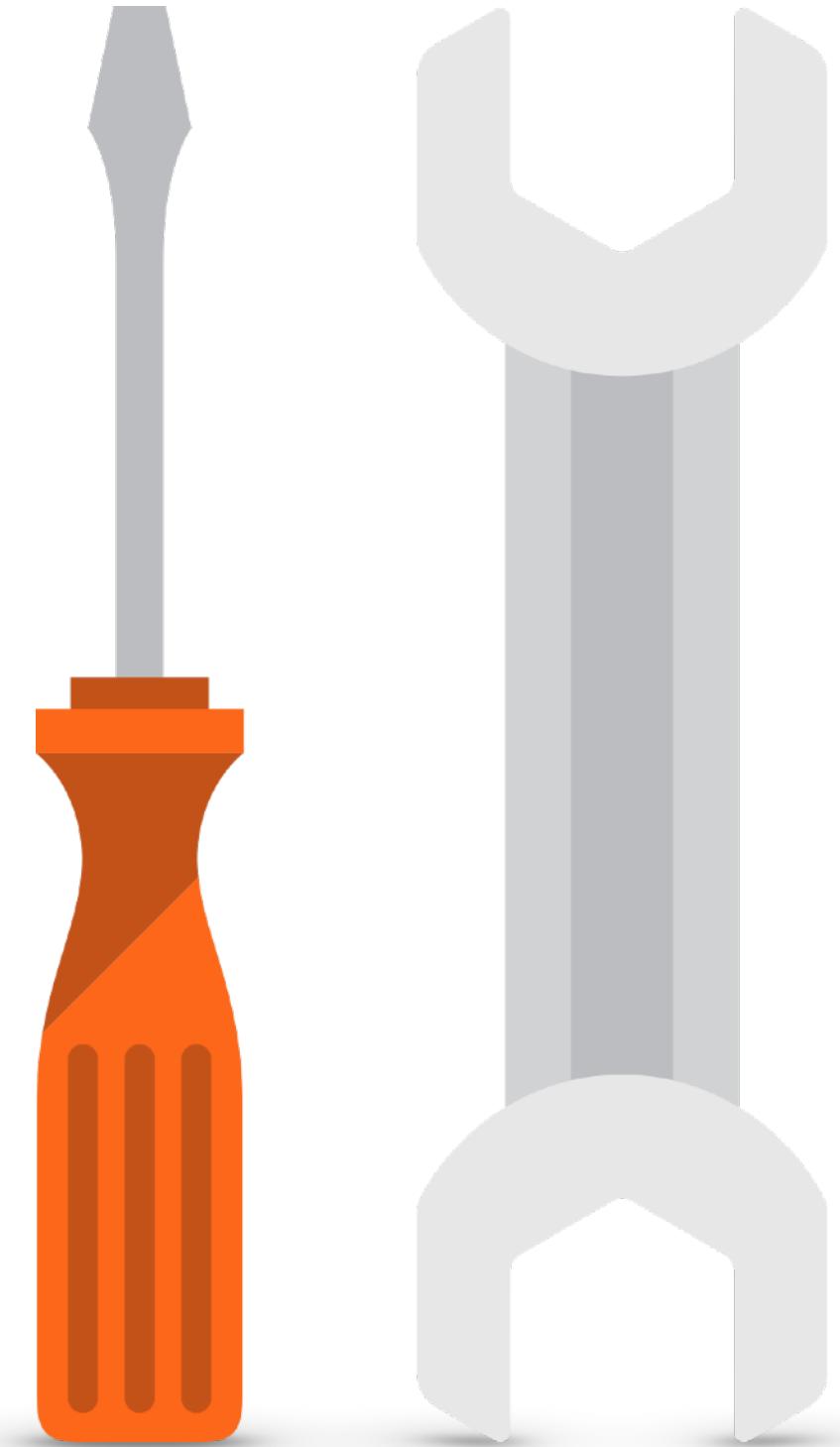
Data Analysis:

What scheduling methodology should be used?

What level of detail is appropriate?

What duration of waves in rolling wave planning is the best fit?

How often should updates and reviews take place?



Plan Schedule Management

Inputs

T&Ts

Outputs

Meetings: Useful in developing schedule management plan. Often includes:

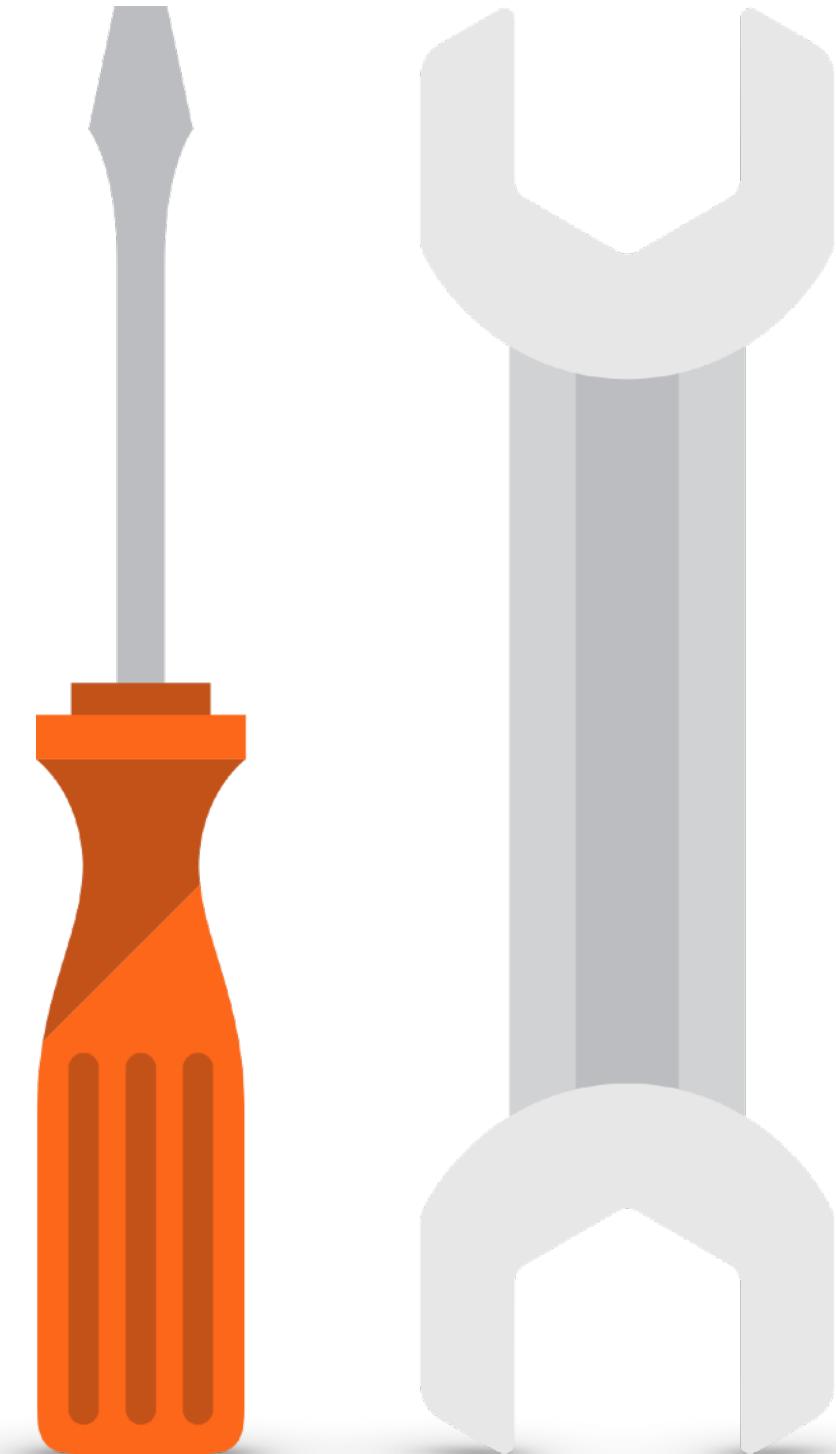
Project manager

Project sponsor

Team members

Key stakeholders

Others with schedule responsibility



Plan Schedule Management

Inputs

T&Ts

Outputs

Schedule Management Plan:

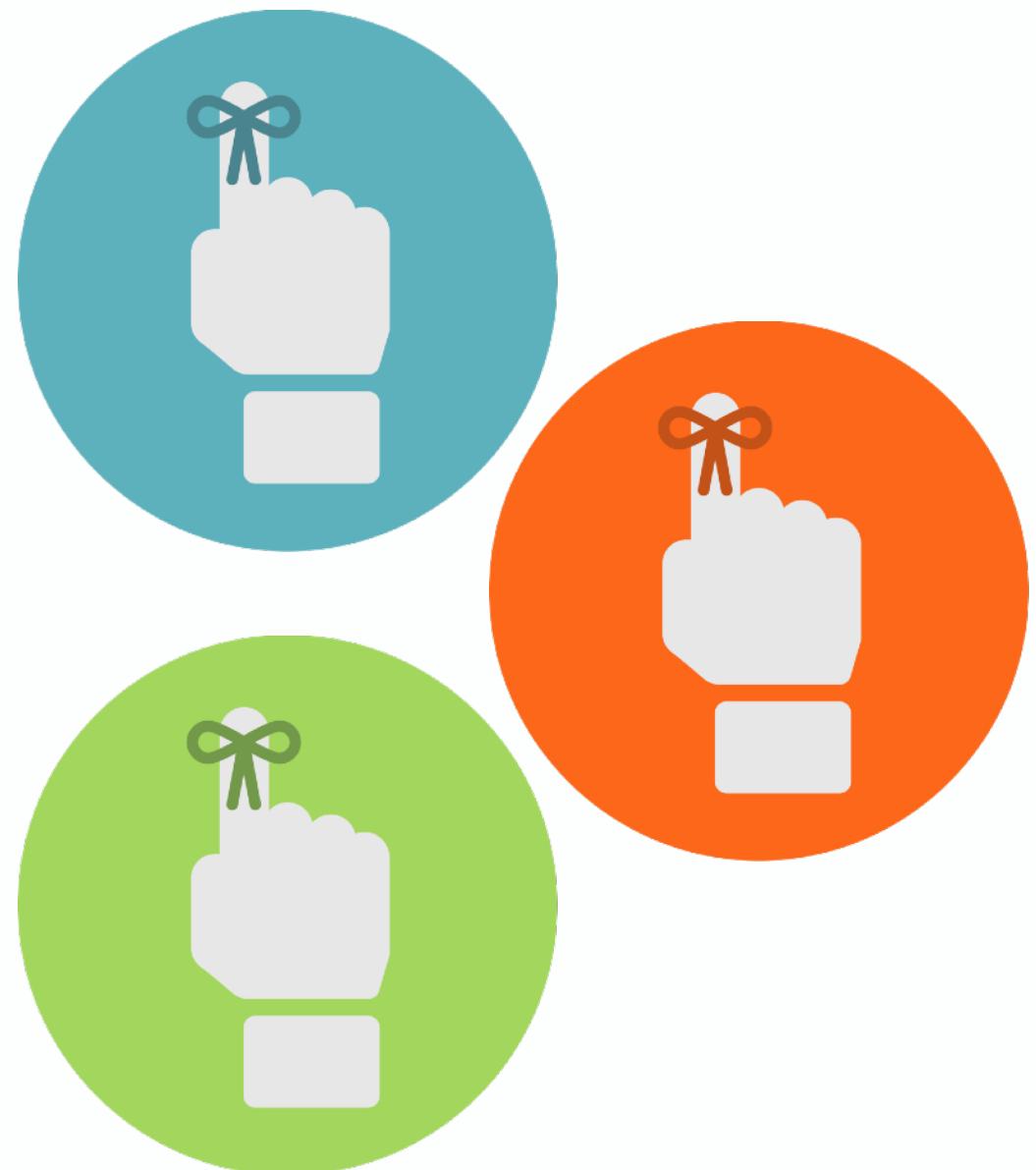
Subsidiary of project management plan

Determines how schedule will be developed, monitored and controlled

Indicates what form the schedule should take and how detailed it should be



Module Review:



Project Schedule Management

Perhaps the most important knowledge area in project management

Focuses on developing schedule components by...

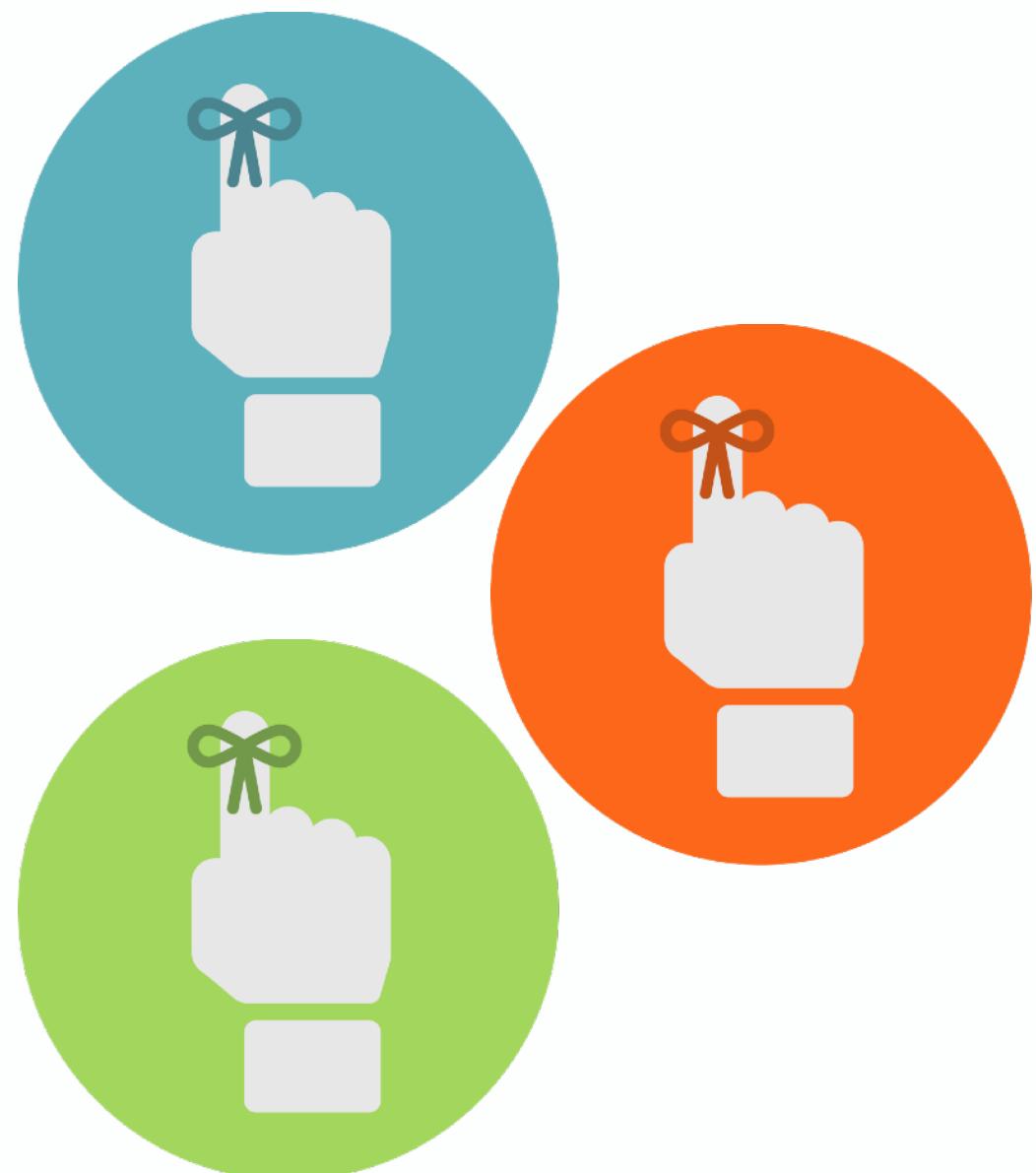
- Understanding activities

- Understanding how activities interrelate

- Estimating duration and resources for activities

- Bringing them all together into a schedule

Module Review:



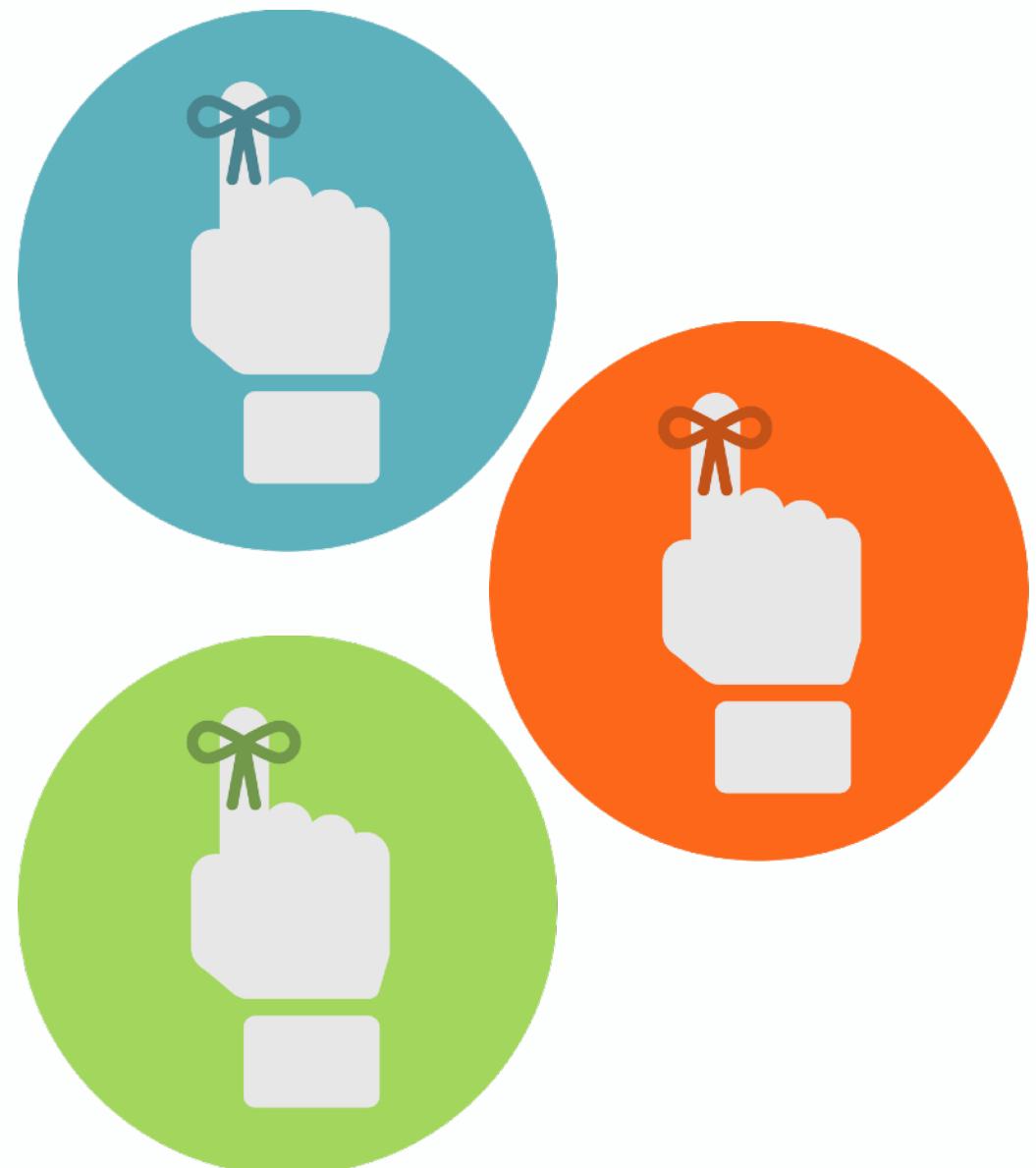
Plan Schedule Management

Sets the stage for other Project Schedule Management processes

Selects schedule methodology and tools

Determines how schedule will be developed, monitored and controlled

Module Review:

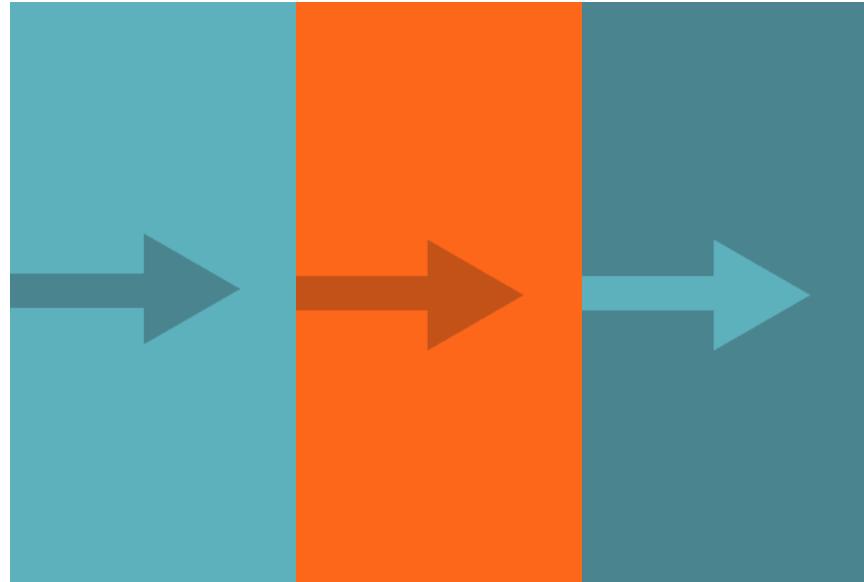


Plan Schedule Management

Inputs include project management plan, project charter, EEFs and OPAs

Tools & Techniques include expert judgment, data analysis and meetings

Outputs include the schedule management plan



Defining Project Activities