

Project Planning

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Project Planning

→ Refer to the pdf on "Project Planning",
and "Role of a Business Analyst",
for the notes

The Business Analyst plays a crucial role in supporting the development of Product

Roadmaps, which outline the planned delivery of high-level product aspects. The Business

Analyst also uses various tools and techniques such as interviews, surveys, workshops,

user stories, use cases, and product traceability matrix to identify requirements and drive

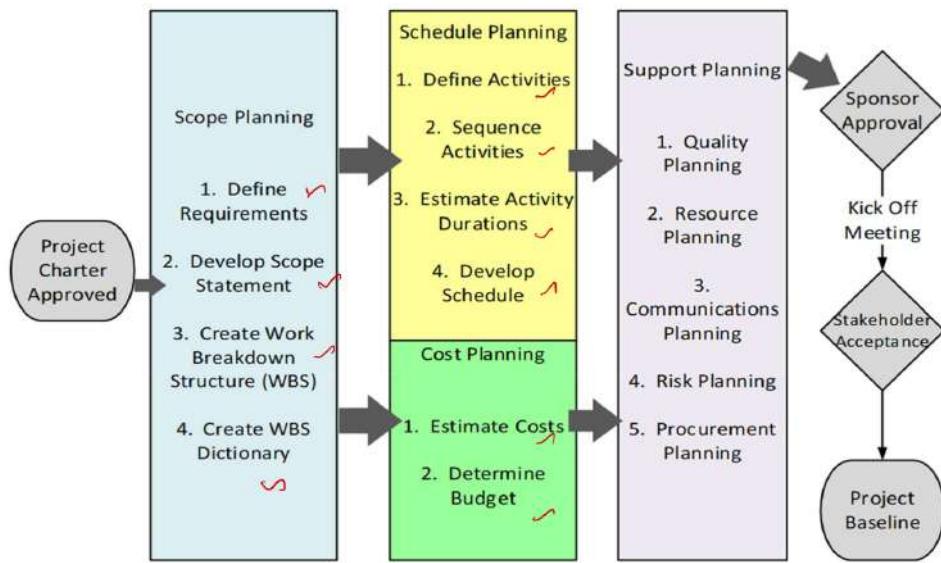
product development. The collaboration between the Business Analyst, product owner,

and project managers leads to successful deliverables.

So BA → Supports the development
of product roadmaps (high level
product aspects, deliverables)

Tools & techniques → Interviews → Used to find
→ Surveys → Use cases
→ Workshop → Product traceability
matrix.

BA & Project Managers work together

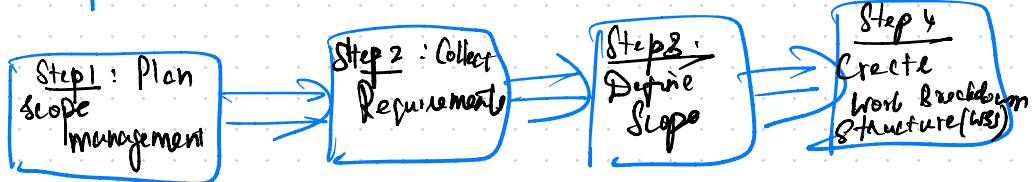


Scope Planning

- Identifying, outlining & maintaining Scope
- Most critical
- Projects without scope will fail

4 step planning approach

Conceptual model



1 Plan scope management

Scope management planned ahead

→ Provides scope direction: Define, Develop, Monitor, Control & Validate scope
→ How the manager will analyze, document, and manage requirements.

2 Collect Requirements

→ Requirements planning

→ Review project charter & other documents

→ Define requirements in project scope

→ Goal is to summarize requirements

→ Project traceability matrix (With/without BA)

3 Define Scope

→ Scope Statement → Detailed version of scope

→ 4 Components

1. Scope Description (or) Overview
2. Deliverables
3. Acceptance criteria
4. Exclusions

Work breakdown structure: (Virtual Roadmap)

4. Breaks the scope statement into a hierarchical list of tasks necessary to fulfill the project requirements.

→ Most general, starting with whole project, through the project phases, to the specific tasks known as work packages.

→ Use PDCA method

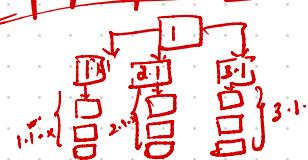
→ All WBS work packages should be actionable, estimable and measurable.

For ex:

WBS level 1
Project

WBS level 2
Project phases

WBS level 3
Work packages

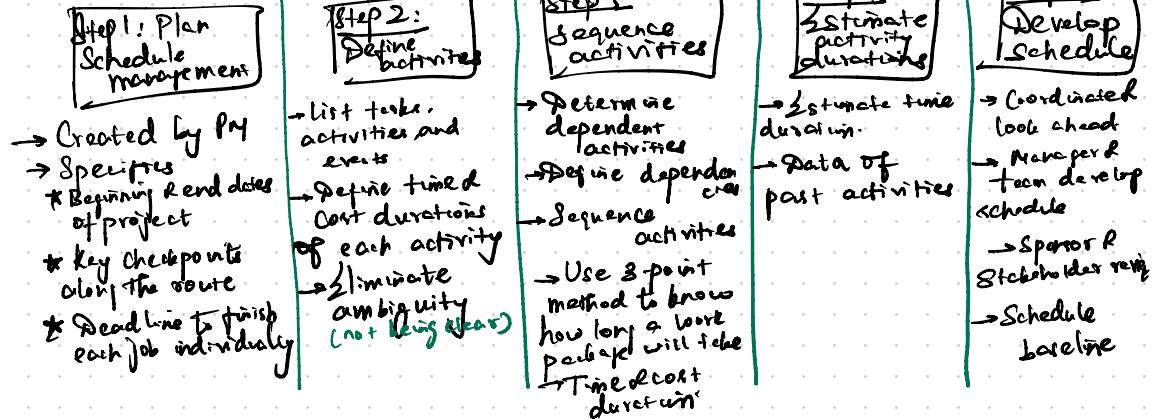


WBS Dictionary

- Created after WBS
 - Refines tasks to accomplish work package
 - Specific tasks
 - Lead team member for each work package
 - Primary source for progress status
- after WBS

Schedule Planning

- Process of organizing and arranging tasks, events & activities in a structured manner to allocate time and resources effectively.
- Involves: Setting priorities, Determining available time slots, Plan and monitor progress
- Improve efficiency and productivity

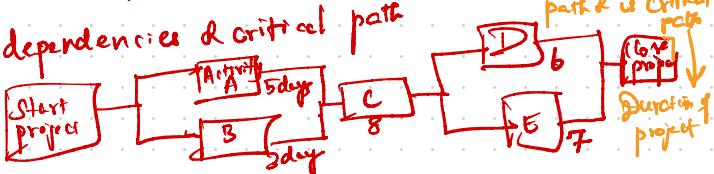


Dependency determination

- Mandatory: Legally required (e.g. part sourcing before sourcing hardware installation before SW installation)
- Can impact schedules
- External: → External legal factors (e.g. approvals from external organization, government agencies, availability of resources from outside suppliers, compliance with regulations/laws)
- Internal: Situation where a task in a project depends on other tasks in the project for completion.
(e.g. internal testing of product component before assembling)

Discretionary: Sometimes there may be more than one way to accomplish a task, and PM should decide which method to follow. Comes with experience, Best practices & learned

(A tool to visualize & prototype a project schedule)
Network diagram → How Work packages are completed & in what order
 → Need WBS
 → Flow of activities, dependencies & critical path
 (inform & inform stakeholders)



Budget planning

- Direct costs → charged to the project
- Indirect costs → Paid by an external source. If there costs were not paid by external source, project would need to take this into account
- Reserves → contingency (for known risks) Usually 10% of direct costs
management (for unknown risks)
- Total project cost = Direct + Indirect costs

Project funding requirements

Allocating costs to each work package in the WBS and using the network diagram to determine when costs will be incurred is a best practice.

- Use only direct costs and ensure what you are asking matches direct cost requirements

Have "RESOURCE BREAKDOWN STRUCTURE"

- Costs are captured under categories AND
- Work breakdown structure activity numbers
- Match the activity numbers to your schedule network diagram to determine when no funds are required.

For budget estimation duration estimate

- Use 1. 3 point averaging
- 2-3 point PERT

Most likely } same weight
Pessimistic }
Optimistic } e.g. P → 45
 M → 25
 O → 20

$$\frac{45+25+20}{3} = 30$$

Estimate = 30
Weight of P=1 $\frac{(45 \times 1)+(25 \times 4)}{6}$
Weight of M=L=4 $\frac{(45 \times 4)+(25 \times 1)}{6}$

Program evaluation Review technique
Weights M:L, P & O based on statistical norms

→ Weighted criteria & based on the conclusion that estimation accuracy follows a 6 statistical S: Distribution 275

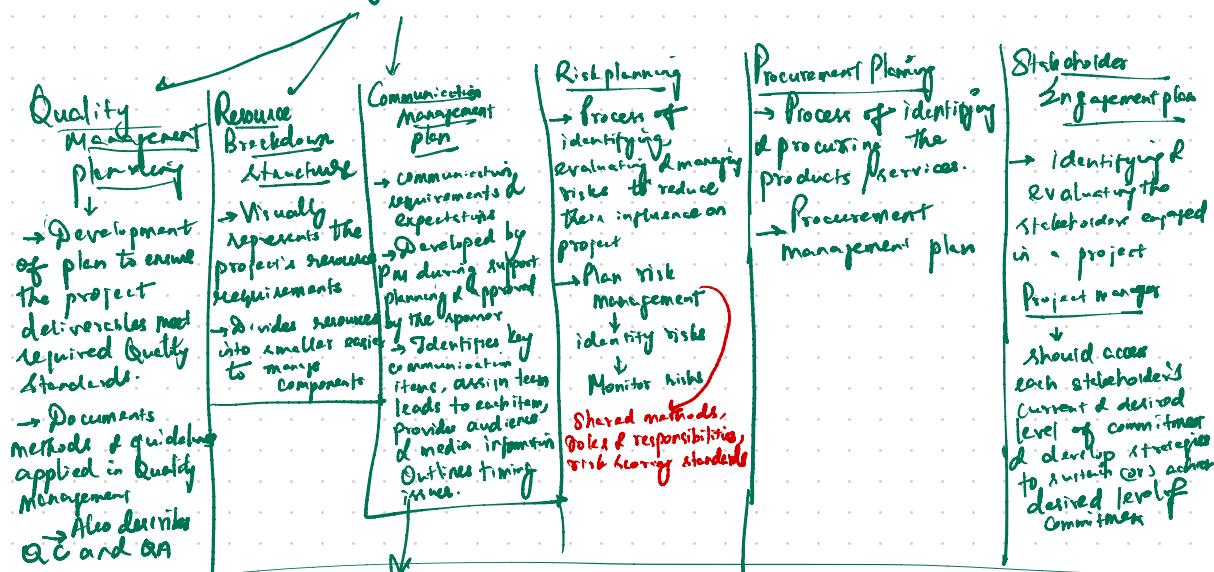
$O \rightarrow 9$ days
 $M-L \rightarrow 12$ days
 $P \rightarrow 18$ days

$$\frac{9+12+18}{3} = \frac{39}{3} = 13$$

Project Support Planning

- Identifying & managing the resources and support¹
- Involves personnel, equipment, technology, training and financial resources
- before after scope, schedule & cost baselines are approved & accepted.

Key objectives



Here a tracking sheet

Item	Type	Product/Service	Timeline	Purpose