

Chapter 6: Project Time Management

Information Technology Project
Management, Eighth Edition

Note: See the text itself for full citations.



اہمیت زمان بندی در مدیریت پروژہ ها

- ▶ Managers often cite delivering projects on time as one of their biggest challenges
- ▶ Time has the least amount of flexibility; it passes no matter what happens on a project
- ▶ Schedule issues are the main reason for conflicts on projects, especially during the second half of projects

فرآیندهای مدیریت زمان در پروژه ها

- ▶ **Planning schedule management:**
 - determining the policies, procedures, and documentation that will be used for planning, executing, and controlling the project schedule
- ▶ **Defining activities:**
 - identifying the specific activities that the project team members and stakeholders must perform to produce the project deliverables
- ▶ **Sequencing activities:**
 - identifying and documenting the relationships between project activities
- ▶ **Estimating activity resources:**
 - estimating how many **resources** a project team should use to perform project activities
- ▶ **Estimating activity durations:**
 - estimating the number of work periods that are needed to complete individual activities
- ▶ **Developing the schedule:**
 - analyzing activity sequences, activity resource estimates, and activity duration estimates to create the project schedule
- ▶ **Controlling the schedule:**
 - controlling and managing changes to the project schedule

شکل 1-6: نمای کلی مدیریت زمان در پروژه ها

Planning

Process: **Plan schedule management**

Outputs: Schedule management plan

Process: **Define activities**

Outputs: Activity list, activity attributes, milestone list, project management plan updates

Process: **Sequence activities**

Outputs: Project schedule network diagrams, project documents updates

Process: **Estimate activity resources**

Outputs: Activity resource requirements, resource breakdown structure, project documents updates

Process: **Estimate activity durations**

Outputs: Activity duration estimates, project documents updates

Process: **Develop schedule**

Outputs: Schedule baseline, project schedule, schedule data, project calendars, project management plan updates, project documents updates

Monitoring and Controlling

Process: **Control schedule**

Outputs: Work performance information, schedule forecasts, change requests, project management plan updates, project documents updates, organizational process assets updates

Project Start

Project Finish

طرح ریزی مدیریت زمانبندی پروژه

Planning Schedule Management

- ▶ The project team uses expert judgment, analytical techniques, and meetings to develop the schedule management plan
- ▶ A schedule management plan includes:
 - Project schedule model development
 - The scheduling methodology
 - Level of accuracy and units of measure
 - Control thresholds
 - Rules of performance measurement
 - Reporting formats
 - Process descriptions

تعريف فعالیت ها

Defining Activities

- ▶ An **activity** or **task**
 - is an element of work
 - normally found on the work breakdown structure (WBS)
 - has an expected duration, a cost, and resource requirements
- ▶ Activity definition
 - involves developing a more detailed WBS and
 - supporting explanations to understand all the work to be done
 - so you can develop realistic cost and duration estimates

فہرست و مشخصات فعالیت ہا

Activity Lists and Attributes

- ▶ An **activity list** is a tabulation of activities to be included on a project schedule that includes
 - the activity name
 - an activity identifier or number
 - a brief description of the activity
- ▶ **Activity attributes** provide more information such as
 - predecessors, successors,
 - logical relationships,
 - leads and lags,
 - resource requirements,
 - constraints, imposed dates, and
 - assumptions related to the activity

خروجی ها و وقایع نشانه

Milestones

▶ A **milestone**

- is a significant event that normally has no duration
- It often takes several activities and a lot of work to complete a milestone
- They're useful tools for setting schedule goals and monitoring progress
- Examples include
 - obtaining customer sign-off on key documents or
 - completion of specific products

توالی دہی فعالیت ہا

Sequencing Activities

- ▶ Involves reviewing activities and determining dependencies
- ▶ A **dependency** or **relationship**
 - is the sequencing of project activities or tasks
 - You *must* determine dependencies in order to use critical path analysis

انواع وابستگی در فعالیت ها (سه نوع)

Three types of Dependencies

▶ **Mandatory dependencies:**

- inherent in the nature of the work being performed on a project, sometimes referred to as hard logic

▶ **Discretionary (Optional) dependencies:**

- defined by the project team.,
- sometimes referred to as soft logic and should be used with care since they may limit later scheduling options

▶ **External dependencies:**

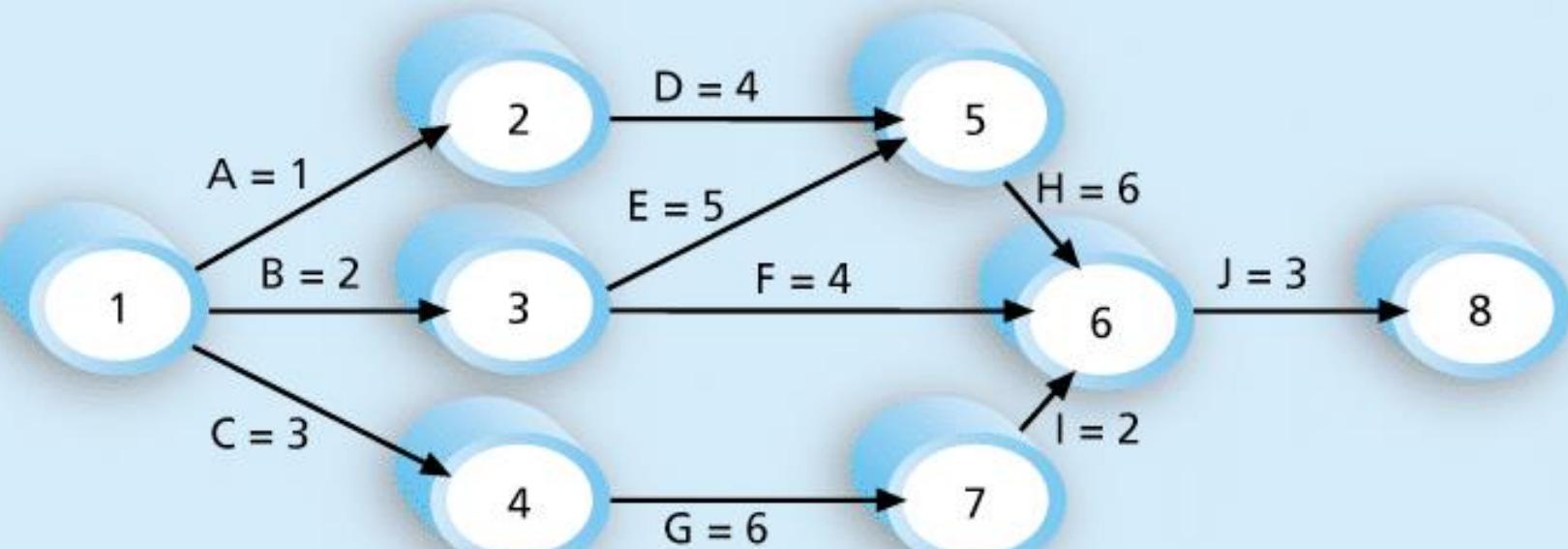
- involve relationships between project and non-project activities

نمودارهای شبکه پرای نمایش و ابستگی

Network Diagrams

- ▶ Network diagrams are the preferred technique for showing activity sequencing
- ▶ A **network diagram**
 - is a schematic display of the logical relationships among, or sequencing of, project activities
 - Two main formats are the arrow and precedence diagramming methods

Figure 6-2. Network Diagram for Project X



Note: Assume all durations are in days; A=1 means Activity A has a duration of 1 day.

روش مبتنی بر پال در ترسیم و ابستگی ها

Arrow Diagramming Method (ADM)

- ▶ Also called activity-on-arrow (AOA) network diagrams
- ▶ Activities are represented by arrows
- ▶ Nodes or circles are the starting and ending points of activities
- ▶ Can only show finish-to-start dependencies

فرآیند ترسیم و ایستگی ها مبنی بر یال

Process for Creating AOA Diagrams

1. Find all of the activities that start at node 1. Draw their finish nodes and draw arrows between node 1 and those finish nodes. Put the activity letter or name and duration estimate on the associated arrow
2. Continuing drawing the network diagram, working from left to right. Look for bursts and merges. **Bursts** occur when a single node is followed by two or more activities. A **merge** occurs when two or more nodes precede a single node
3. Continue drawing the project network diagram until all activities are included on the diagram that have dependencies
4. As a rule of thumb, all arrowheads should face toward the right, and no arrows should cross on an AOA network diagram

تّرسیم و ابستگی فعالیت ها مبنی بر گره ها

Precedence Diagramming Method (PDM)

- ▶ Activities are represented by boxes
- ▶ Arrows show relationships between activities
- ▶ More popular than ADM method and used by project management software
- ▶ Better at showing different types of dependencies

شکل 3-6. انواع وابستگی بین وظایف

Figure 6-3. Task Dependency Types

Task dependencies

The nature of the relationship between two linked tasks. You link tasks by defining a dependency between their finish and start dates. For example, the “Contact caterers” task must finish before the start of the “Determine menus” task. There are four kinds of task dependencies in Microsoft Project.

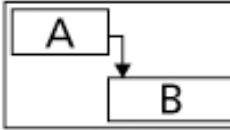
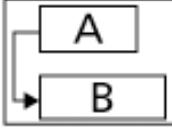
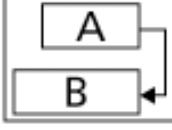
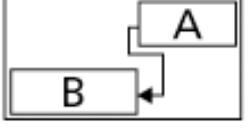
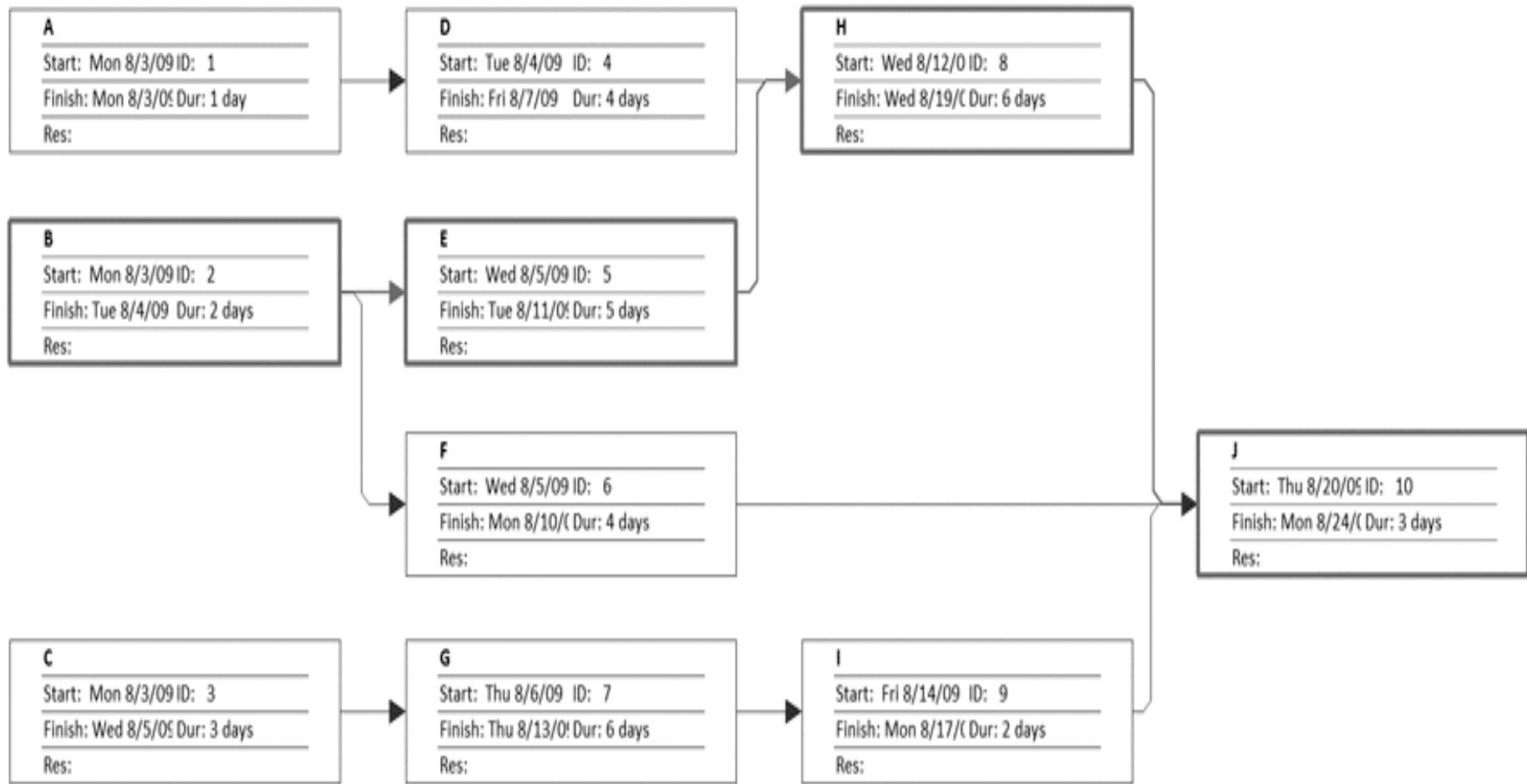
Task dependency	Example	Description
Finish-to-start (FS)		Task (B) cannot start until task (A) finishes.
Start-to-start (SS)		Task (B) cannot start until task (A) starts.
Finish-to-finish (FF)		Task (B) cannot finish until task (A) finishes.
Start-to-finish (SF)		Task (B) cannot finish until task (A) starts.

Figure 6-4. Sample PDM Network Diagram



تَخْمِينُ مَنَابِعِ مُورَدَيْ نِيَازِ فَعَالِيَّتِ هَا

Estimating Activity Resources

- ▶ Before estimating activity durations,
 - you must have a good idea of the quantity and type of resources that will be assigned to each activity;
 - **resources** are people, equipment, and materials
- ▶ Consider important issues in estimating resources
 - How difficult will it be to do specific activities on this project?
 - What is the organization's history in doing similar activities?
 - Are the required resources available?
- ▶ A **resource breakdown structure**
 - is a hierarchical structure that identifies the project's resources by category and type

تَخْمِينُ مُدْتَ زَمَانٍ اِنْجَامِ فَعَالِيَّتٍ

Activity Duration Estimating

▶ Duration

- includes the actual amount of time worked on an activity
plus elapsed time

▶ Effort

- is the number of workdays or work hours required to complete a task
 - Effort does not normally equal duration
- ▶ People doing the work should help create estimates, and an expert should review them

تخمین سه نقطه ای مدت زمان

Three-Point Estimates

- ▶ Instead of providing activity estimates as a discrete number, such as four weeks, it's often helpful to create a **three-point estimate**
 - an estimate that includes an optimistic, most likely, and pessimistic estimate, such as three weeks for the optimistic, four weeks for the most likely, and five weeks for the pessimistic estimate
- ▶ Three-point estimates are needed for PERT and Monte Carlo simulations

Developing the Schedule

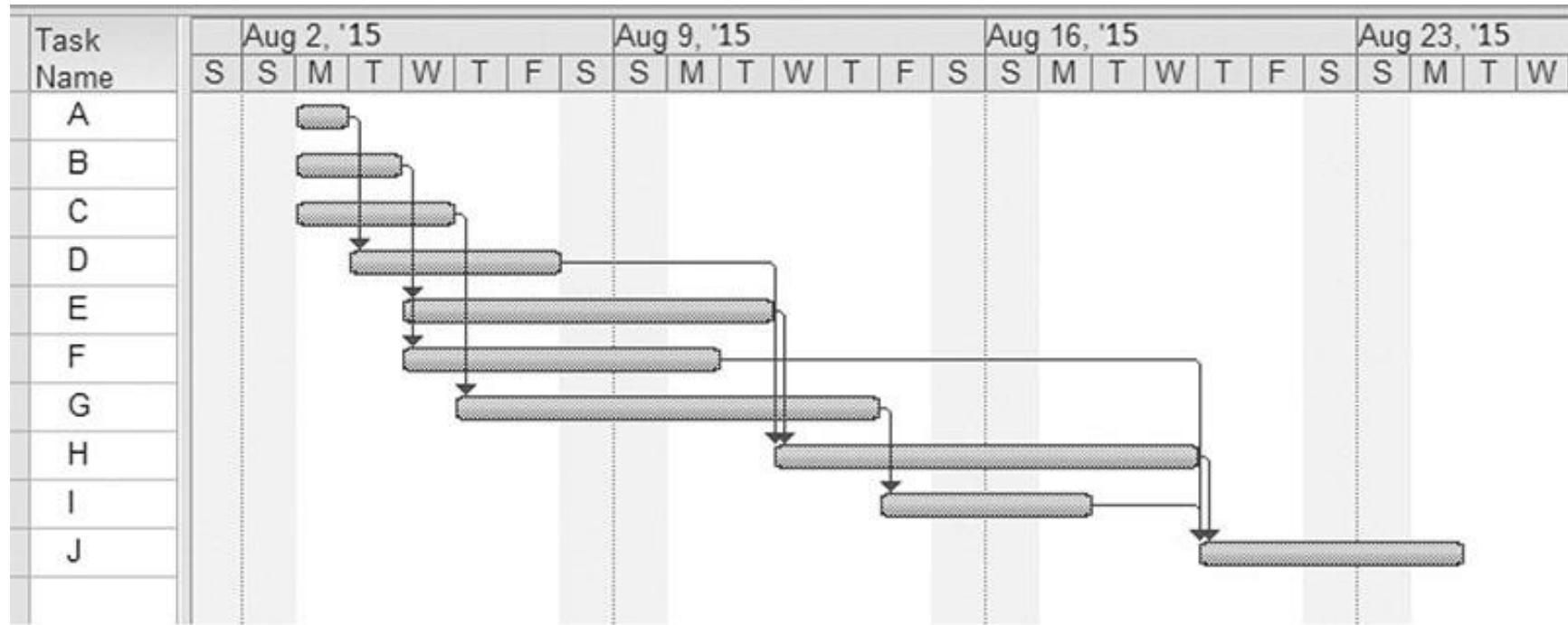
- ▶ Uses results of the other time management processes to determine the start and end date of the project
- ▶ Ultimate goal is to create a realistic project schedule that provides a basis for monitoring project progress for the time dimension of the project
- ▶ Important tools and techniques include **Gantt charts, critical path analysis, and critical chain scheduling**, and PERT analysis

نمودار گانٹ

Gantt Charts

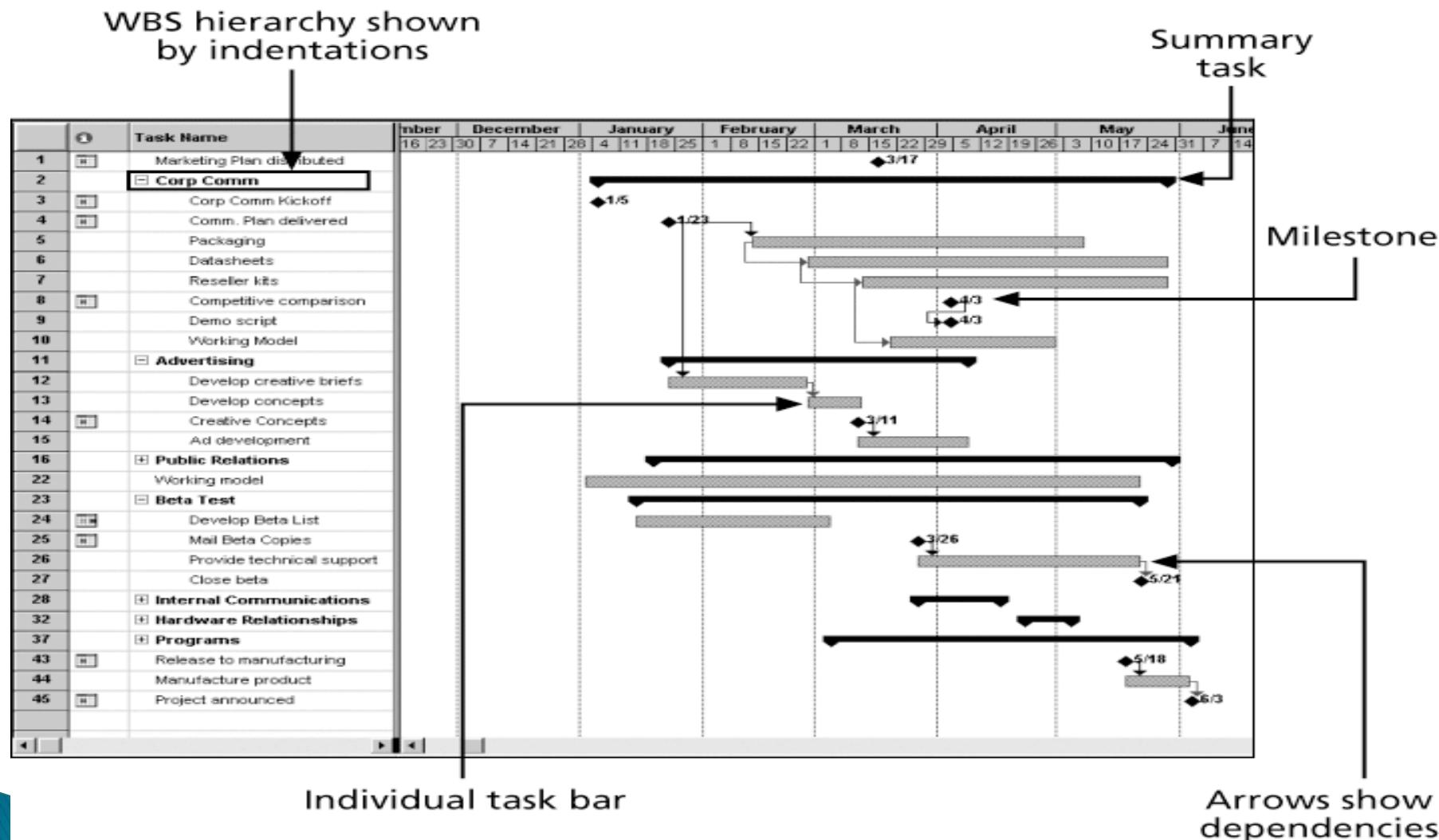
- ▶ **Gantt charts** provide a standard format for displaying project schedule information by listing project activities and their corresponding start and finish dates in a calendar format
- ▶ Symbols include:
 - **A black diamond**: a milestones
 - **Thick black bars**: summary tasks
 - **Lighter horizontal bars**: durations of tasks
 - **Arrows**: dependencies between tasks

Figure 6-5. Gantt Chart for Project X



Used with permission from Microsoft Corporation

Figure 6-6. Gantt Chart for Software Launch Project



اضافه نمودن خروجی های نشانه به نمودار گانت

Adding Milestones to Gantt Charts

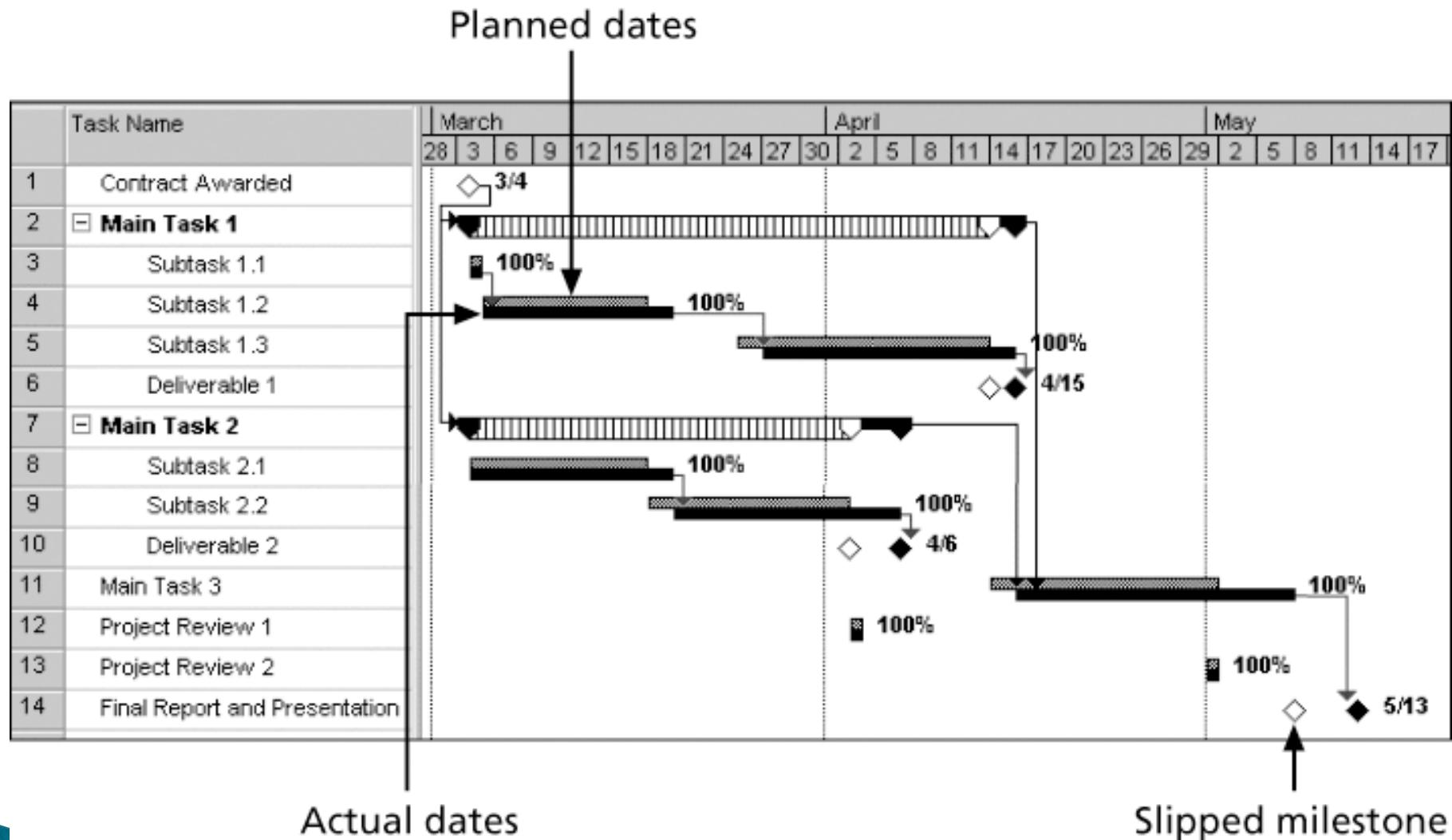
- ▶ Many people like to focus on meeting milestones, especially for large projects
- ▶ Milestones emphasize important events or accomplishments on projects
- ▶ Normally create milestone by entering tasks with a zero duration, or you can mark any task as a milestone

معیارهای صحت خروجی های نشانه SMART Criteria

▶ Milestones should be

- Specific
- Measurable
- Assignable
- Realistic
- Time-framed

نمودار گانت نمونه Figure 6-7.



روش مسیر بحرانی

Critical Path Method (CPM)

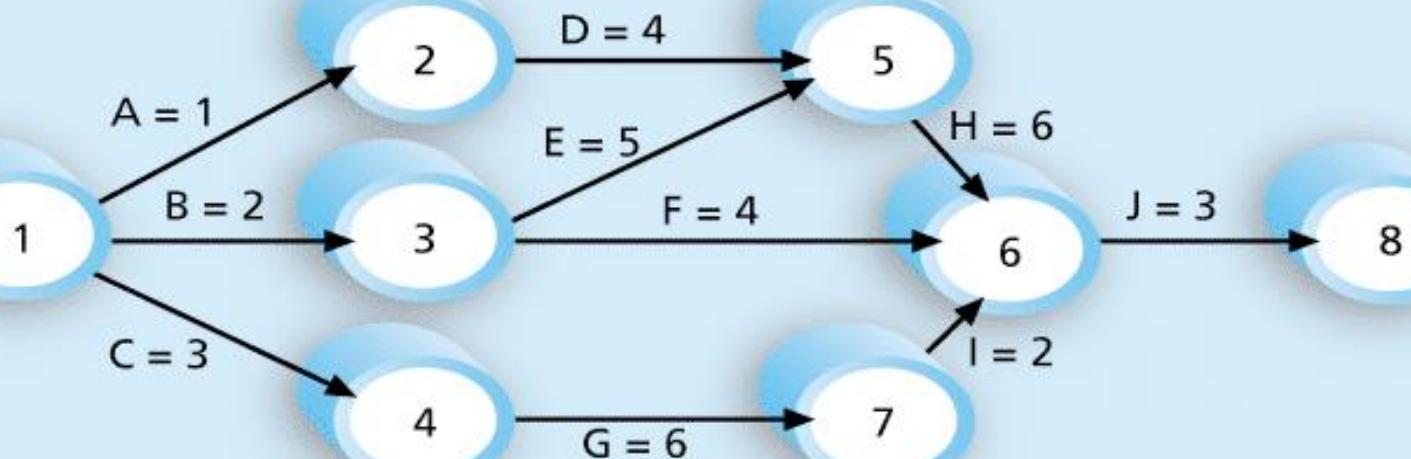
- ▶ CPM is a network diagramming technique used to predict total project duration
- ▶ A **critical path** for a project is the series of activities that determines the *earliest time* by which the project can be completed
- ▶ The critical path is the *longest path* through the network diagram and has the least amount of slack or float
- ▶ **Slack** or **float** is the amount of time an activity may be delayed without delaying a succeeding activity or the project finish date

محاسبہ مسیر بحرانی پروژہ

Calculating the Critical Path

- ▶ First develop a good network diagram
- ▶ Add the duration estimates for all activities on each path through the network diagram
- ▶ The longest path is the critical path
- ▶ If one or more of the activities on the critical path takes longer than planned, the whole project schedule will slip *unless* the project manager takes corrective action

Figure 6-8. Determining the Critical Path for Project X



Note: Assume all durations are in days.

Path 1: A-D-H-J Length = $1+4+6+3 = 14$ days

Path 2: B-E-H-J Length = $2+5+6+3 = 16$ days

Path 3: B-F-J Length = $2+4+3 = 9$ days

Path 4: C-G-I-J Length = $3+6+2+3 = 14$ days

Since the critical path is the longest path through the network diagram, Path 2, B-E-H-J, is the critical path for Project X.

نکات مهم در خصوص مسیر بحرانی

More on the Critical Path

- ▶ The critical path is *not* the one with all the critical activities; it only accounts for time
- ▶ There can be more than one critical path if the lengths of two or more paths are the same
- ▶ The critical path can change as the project progresses

استفاده از مسیر بحرانی برای یافتن زمانبندی های جایگزین

Using Critical Path Analysis to Make Schedule Trade-offs

▶ **Free slack or free float**

- is the amount of time an activity can be delayed without delaying the early start of any immediately following activities

▶ **Total slack or total float**

- is the amount of time an activity may be delayed from its early start without delaying the planned project finish date

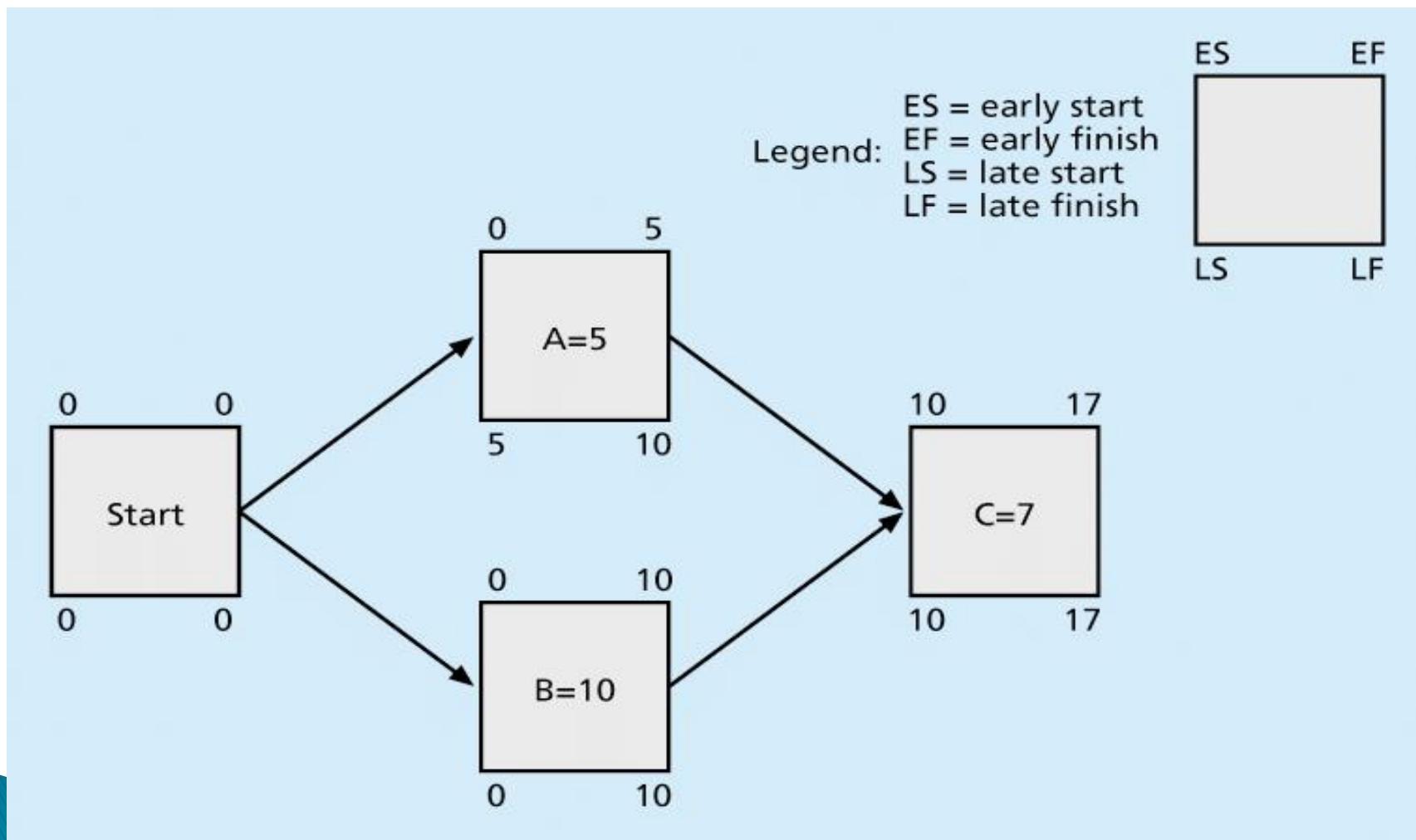
▶ **A forward pass**

- through the network diagram determines the early start and finish dates

▶ **A backward pass**

- determines the late start and finish dates

Figure 6-9. محاسبه زودترین و دیرترین زمان های شروع و پایان



Project X شناوری آزاد و کلی برای Table 6-1.

Task Name	Start	Finish	Late Start	Late Finish	Free Slack	Total Slack
A	8/3/15	8/3/15	8/5/15	8/5/15	0d	2d
B	8/3/15	8/4/15	8/3/15	8/4/15	0d	0d
C	8/3/15	8/5/15	8/5/15	8/7/15	0d	2d
D	8/4/15	8/7/15	8/6/15	8/11/15	2d	2d
E	8/5/15	8/11/15	8/5/15	8/11/15	0d	0d
F	8/5/15	8/10/15	8/14/15	8/17/15	7d	7d
G	8/6/15	8/13/15	8/10/15	8/17/15	0d	2d
H	8/12/15	8/19/15	8/12/15	8/19/15	0d	0d
I	8/14/15	8/17/15	8/18/15	8/19/15	2d	2d
J	8/20/15	8/24/15	8/20/15	8/24/15	0d	0d

استفاده از مسیر بحرانی برای کوتاه نمودن زمانبندی پروژه

Using the Critical Path to Shorten a Project Schedule

- ▶ Three main techniques for shortening schedules
 - Shortening durations of critical activities/tasks by adding more resources or changing their scope
 - **Crashing** activities by obtaining the greatest amount of schedule compression for the least incremental cost
 - **Fast tracking** activities by doing them in parallel or overlapping them

اہمیت پروزآوری اطلاعات مسیر بحرانی

Importance of Updating Critical Path Data

- ▶ It is important to update project schedule information to meet time goals for a project
- ▶ The critical path may change as you enter actual start and finish dates
- ▶ If you know the project completion date will slip, negotiate with the project sponsor

زمان بندی زنجیره بحرانی

Critical Chain Scheduling

▶ **Critical chain scheduling**

- a method of scheduling that considers limited resources when creating a project schedule and includes buffers to protect the project completion date

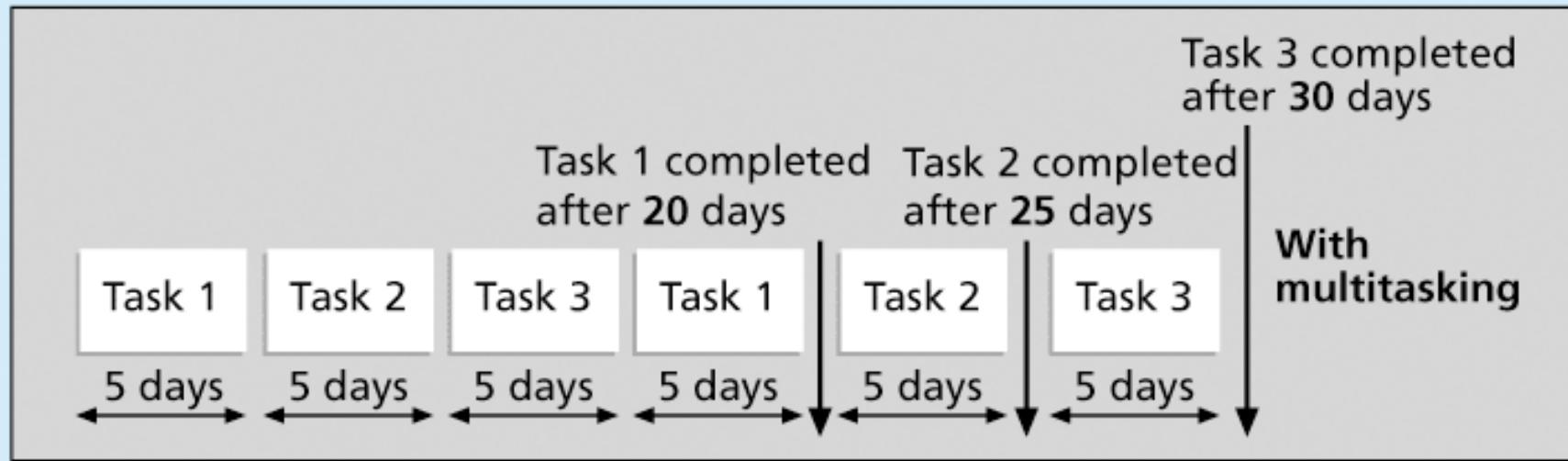
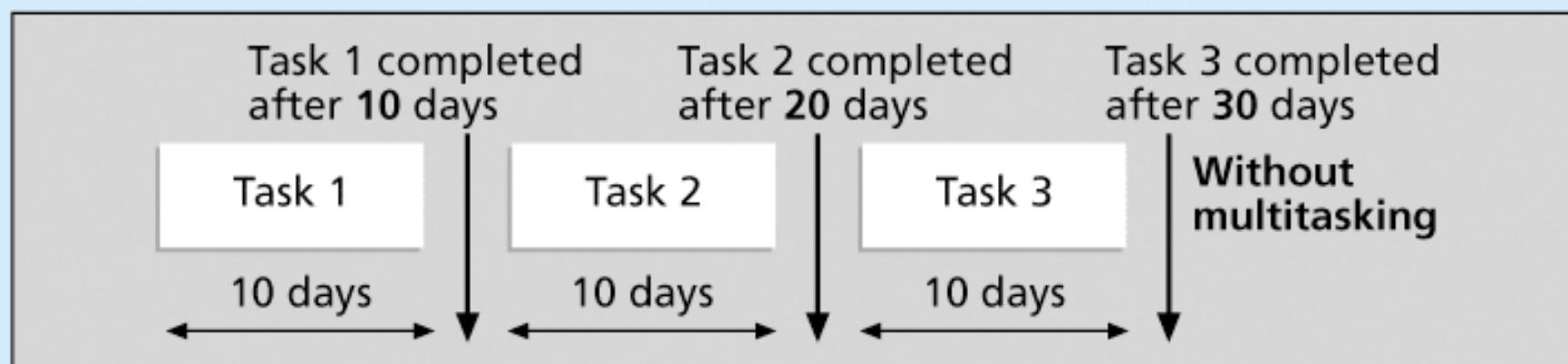
▶ **Uses the Theory of Constraints (TOC)**

- a management philosophy developed by Eliyahu M. Goldratt and introduced in his book *The Goal*.

▶ **Attempts to minimize multitasking**

- when a resource works on more than one task at a time

Figures 6-10.a and b. Multitasking Example

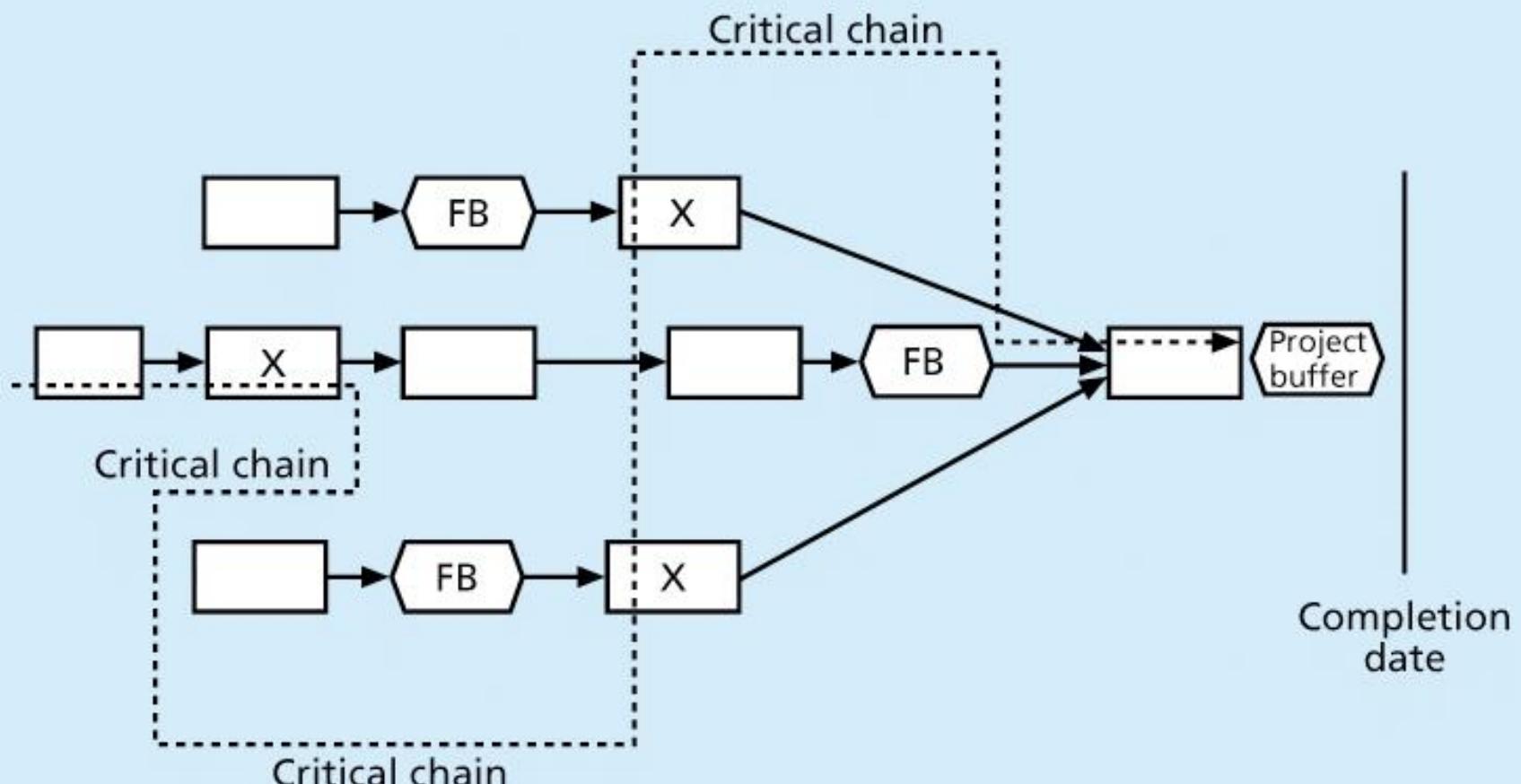


ذخیره ها و زنجیره بحرانی

Buffers and Critical Chain

- ▶ A **buffer** is additional time to complete a task
- ▶ **Murphy's Law** states that if something can go wrong, it will
- ▶ **Parkinson's Law** states that work expands to fill the time allowed
- ▶ In traditional estimates, people often add a buffer to each task and use it if it's needed or not
- ▶ Critical chain scheduling removes buffers from individual tasks and instead creates
 - a **project buffer** or additional time added before the project's due date
 - **feeding buffers** or additional time added before tasks on the critical path

Figure 6-11. Example of Critical Chain Scheduling



X = Tasks done by limited resource

FB = Feeding buffer

زمانبندی پروژه با روش PERT

Program Evaluation and Review Technique (PERT)

- ▶ PERT is a network analysis technique used to estimate project duration when there is a high degree of uncertainty about the individual activity duration estimates
- ▶ PERT uses **probabilistic time estimates**
 - duration estimates based on using **optimistic**, **most likely**, and **pessimistic** estimates of activity durations, or a **three-point estimate**

روابط اصلی PERT په همراه مثال

PERT Formula and Example

- ▶ PERT weighted average =
optimistic time + 4X most likely time + pessimistic time

6

- ▶ Example:

PERT weighted average =

$$\frac{8 \text{ workdays} + 4 \times 10 \text{ workdays} + 24 \text{ workdays}}{6 \text{ days}} = 12$$

where optimistic time= 8 days

most likely time = **10 days**, and

pessimistic time = 24 days

Therefore, you'd use **12 days** on the network diagram instead of 10 when using PERT for the above example

پیشنهاداتی برای کنترل زمان بندی

Schedule Control Suggestions

- ▶ Perform reality checks on schedules
- ▶ Allow for contingencies
- ▶ Don't plan for everyone to work at 100% capacity all the time
- ▶ Hold progress meetings with stakeholders and be clear and honest in communicating schedule issues

کنترل زمان بندی پروژه

Controlling the Schedule

- ▶ Goals are to know the status of the schedule, influence factors that cause schedule changes, determine that the schedule has changed, and manage changes when they occur
- ▶ Tools and techniques include
 - Progress reports
 - A schedule change control system
 - Project management software, including schedule comparison charts like the tracking Gantt chart
 - Variance analysis, such as analyzing float or slack
 - Performance management, such as earned value (chapter 7)

بررسی میزان واقعی بودن زمان بندی پروژه

Reality Checks on Scheduling

- ▶ First review the draft schedule or estimated completion date in the project charter
- ▶ Prepare a more detailed schedule with the project team
- ▶ Make sure the schedule is realistic and followed
- ▶ Alert top management well in advance if there are schedule problems

بکارگیری نرم افزار(خدمت افزار) در مدیریت زمان

Using Software to Assist in Time Management

- ▶ Software for facilitating communications helps people exchange schedule-related information
- ▶ Decision support models help analyze trade-offs that can be made
- ▶ Project management software can help in various time management areas

موضوعات عام (در مدیریت زمان پروژه)

Global Issues

- ▶ Microsoft tell the customer story of Mexico's Secretary of Economy, who wanted to ensure that IT initiatives aligned with business goals and improved project management efficiency
- ▶ After implementing new software, their IT team could handle four times the number of concurrent projects without adding more staff

هشدارهایی پیرامون بکارگیری نرم افزارهای مدیریت پروژه

Words of Caution on Using Project Management Software

- ▶ Many people misuse project management software because they don't understand important concepts and have not had training
- ▶ You must enter dependencies to have dates adjust automatically and to determine the critical path
- ▶ You must enter actual schedule information to compare planned and actual progress

Chapter Summary

- ▶ Project time management is often cited as the main source of conflict on projects, and most IT projects exceed time estimates
- ▶ Main processes include
 - Plan schedule management
 - Define activities
 - Sequence activities
 - Estimate activity resources
 - Estimate activity durations
 - Develop schedule
 - Control schedule