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# Project Planning

## Lecture 7

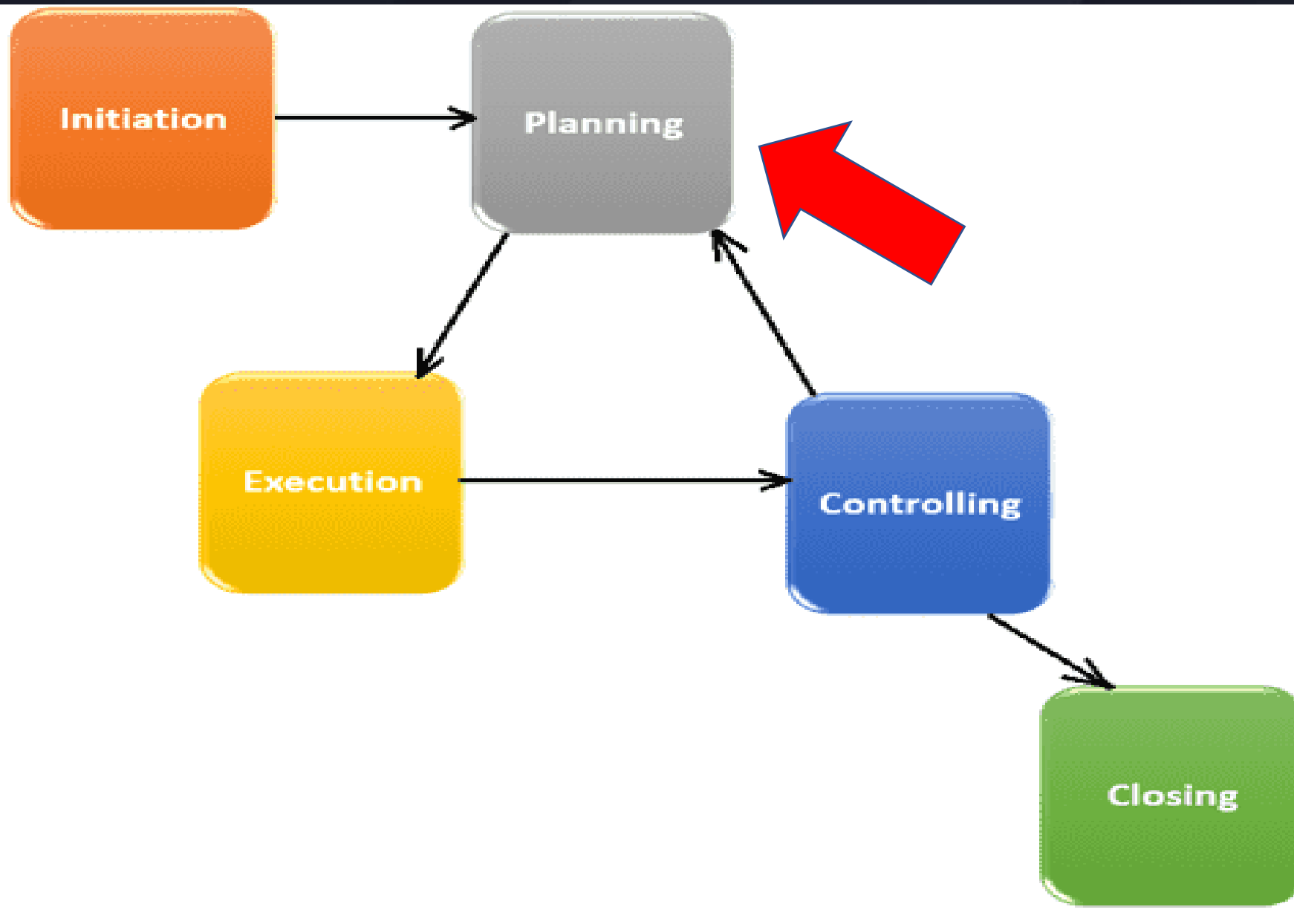
PMG202

Project Planning- The Project Schedule, and budget

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# **1) Project Planning**

# Project Planning

Once a project is selected for execution, the structural project planning approach prescribes that the project get planned in detail prior to the actual start of the project.

**Project planning consists of 4 main stages:**

- 1. Risk Management**
- 2. Quality Management**
- 3. Human Resource Management**
- 4. The Project Schedule, and budget**

# The Project Schedule

## What is a Project Schedule?

- We can't expect a ragingly successful Project without a great Schedule.
- A list of required tasks along with the time and the Resources needed will help you arrive at your destination as planned.
- Project Scheduling is an important skill for any Project Manager, even if you think it's a simple Project.

# What is a Project Schedule?

## The Project Schedule:

It is a **dynamic document** that is created **during initial the Planning stage**.  
The approved Project Schedule **acts as a baseline to work to**, but it is maintained and **updated throughout the Project** as things change.

**outlines the time needed for the required tasks**

the **start** and **end** date of all project tasks

**establishes milestones to be met to complete the project on time**

**how** the tasks relate to each other

**allocates resources across tasks**

**which team** members or other resources are responsible for delivery

# Types of Project Schedule

# Types of Project Schedule

## The 3 main types of Project Schedule

### 1- Master Project Schedule:

It's a **summary level Schedule** that highlights the **key tasks** and their **estimated duration**.

This is useful as a **high-level overview document** for **Senior Management** or **External Stakeholders** who don't need the detail.

### 2- Milestone Schedule:

It tracks **major Milestones** but not every task or deliverable.

It's great for **reporting status** and **helping Teams** see their progress at a glance.

### 3- Detailed Project Schedule:

- This is a **more operational level schedule** that **tracks every Project activity**.
- It's designed for the **Project Team** and **Managers** to keep track of every element of the Project.

# **Benefits of effective Project Scheduling**

## Benefits of effective Project Scheduling

- Provides a clear **roadmap** to everyone at the beginning of the Project.
- It guides the **Project Team as they deliver** the Project.
- It **communicates progress** to the Team, Management, and other Stakeholders.
- Done well, it makes the entire Project **run more smoothly** and helps you finish up on time and on budget.
- Serves as an **early warning system** for potential Project issues.
- **Reserves your Resources** for when you need them.

# **Project scheduling tools and techniques**

## Task List

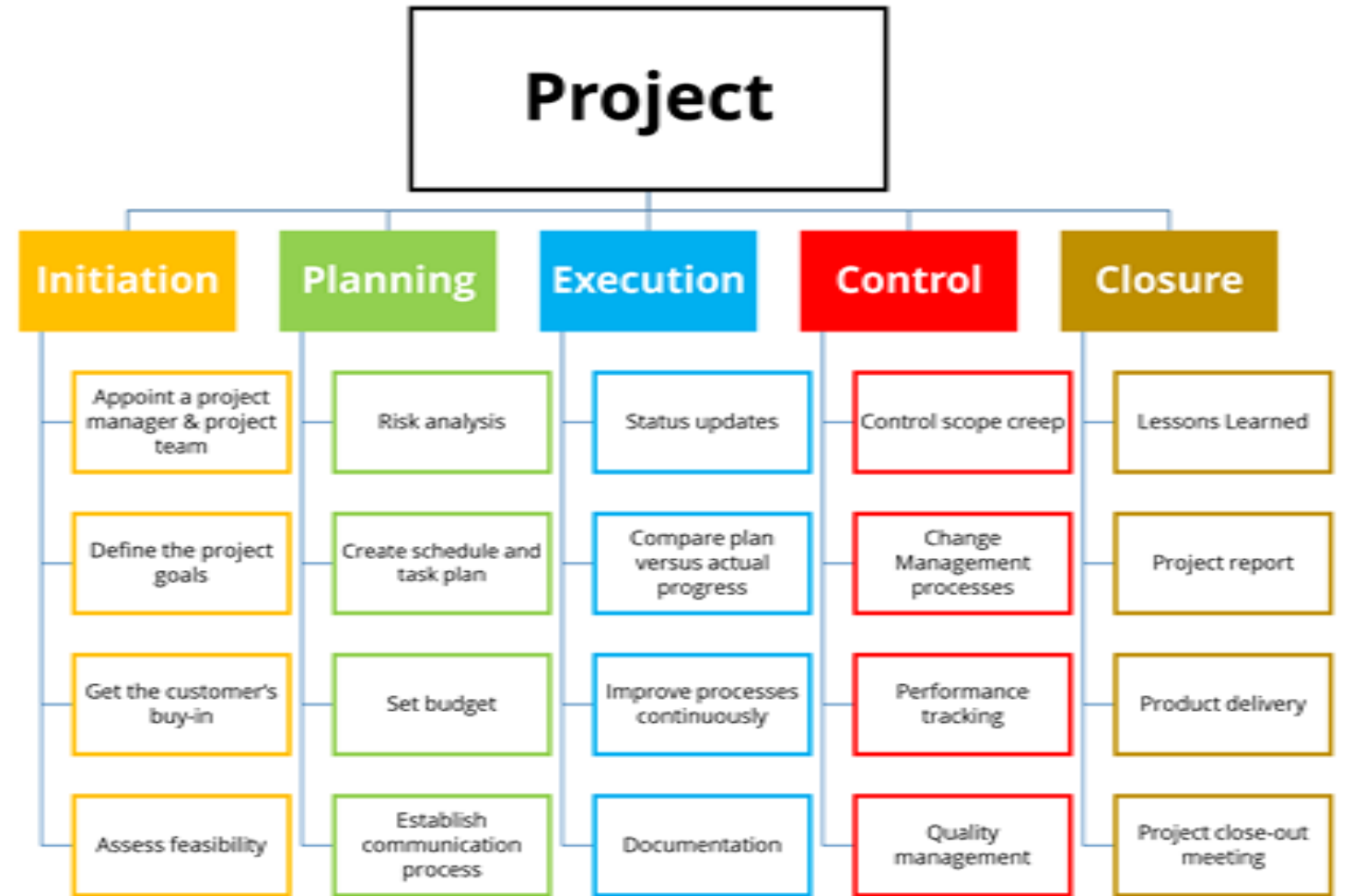
The most basic form of Project Schedule, this is a list of activities with deadlines that must be completed to finish a Project.

| Project RedFlag Phase 3 |            |                                                                        |             |            |             |                                                             |
|-------------------------|------------|------------------------------------------------------------------------|-------------|------------|-------------|-------------------------------------------------------------|
| #                       | Reg date   | Description                                                            | Responsible | Due date   | Status      | Additional information                                      |
| 1                       | 03.07.2014 | Identify Project Stakeholders and send out memo to entire project team | John        | 05.07.2014 | Done        |                                                             |
| 2                       | 03.09.2014 | Conduct Stakeholder Analysis workshop with XXX                         | Susan       | 23.09.2014 | In process  | We should use the great template from projecttemplates.guru |
| 3                       | 03.04.2014 | Generate Stakeholder Register                                          | Kevin       | 23.04.2014 | Cancelled   |                                                             |
| 4                       | 03.01.2015 | Specify Deliverables and Acceptance Criteria                           | John        | 03.02.2015 | Not started |                                                             |
| 5                       | 04.09.2014 | Identify Project Exclusions                                            | Helen       | 08.09.2014 | On hold     | See exclusions in projecx XXX.                              |
| 6                       | 04.09.2014 | Plan Risk Management                                                   | John        | 01.01.2015 | Not started |                                                             |
| 7                       | 04.09.2014 | Identify Project Risks                                                 | John        | 01.01.2015 | Not started |                                                             |
| 8                       | 04.09.2014 | Perform Qualitative Risk Analysis                                      | John        | 01.01.2015 | Not started |                                                             |
| 9                       | 04.09.2014 | Perform Quantitative Risk Analysis                                     | TBD         | 01.01.2015 | Not started |                                                             |
| 10                      | 04.09.2014 | Plan Risk Responses                                                    | TBD         | 01.01.2015 | In process  |                                                             |
| 11                      | 03.07.2014 | Identify Project Stakeholders and send out memo to entire project team | John        | 05.07.2014 | Done        |                                                             |
| 12                      | 03.09.2014 | Conduct Stakeholder Analysis workshop with XXX                         | Susan       | 23.09.2014 | In process  | We should use the great template from projecttemplates.guru |
| 13                      | 03.04.2014 | Generate Stakeholder Register                                          | Kevin       | 23.04.2014 | Cancelled   |                                                             |
| 14                      | 03.01.2015 | Specify Deliverables and Acceptance Criteria                           | John        | 03.02.2015 | Not started |                                                             |
| 15                      | 04.09.2014 | Identify Project Exclusions                                            | Helen       | 08.09.2014 | On hold     | See exclusions in projecx XXX.                              |
| 16                      | 04.09.2014 | Plan Risk Management                                                   | John        | 01.01.2015 | Not started |                                                             |
| 17                      | 04.09.2014 | Identify Project Risks                                                 | John        | 01.01.2015 | Not started |                                                             |
| 18                      | 04.09.2014 | Perform Qualitative Risk Analysis                                      | John        | 01.01.2015 | Not started |                                                             |
| 19                      | 04.09.2014 | Perform Quantitative Risk Analysis                                     | TBD         | 01.01.2015 | Not started |                                                             |

## Work Breakdown Structure

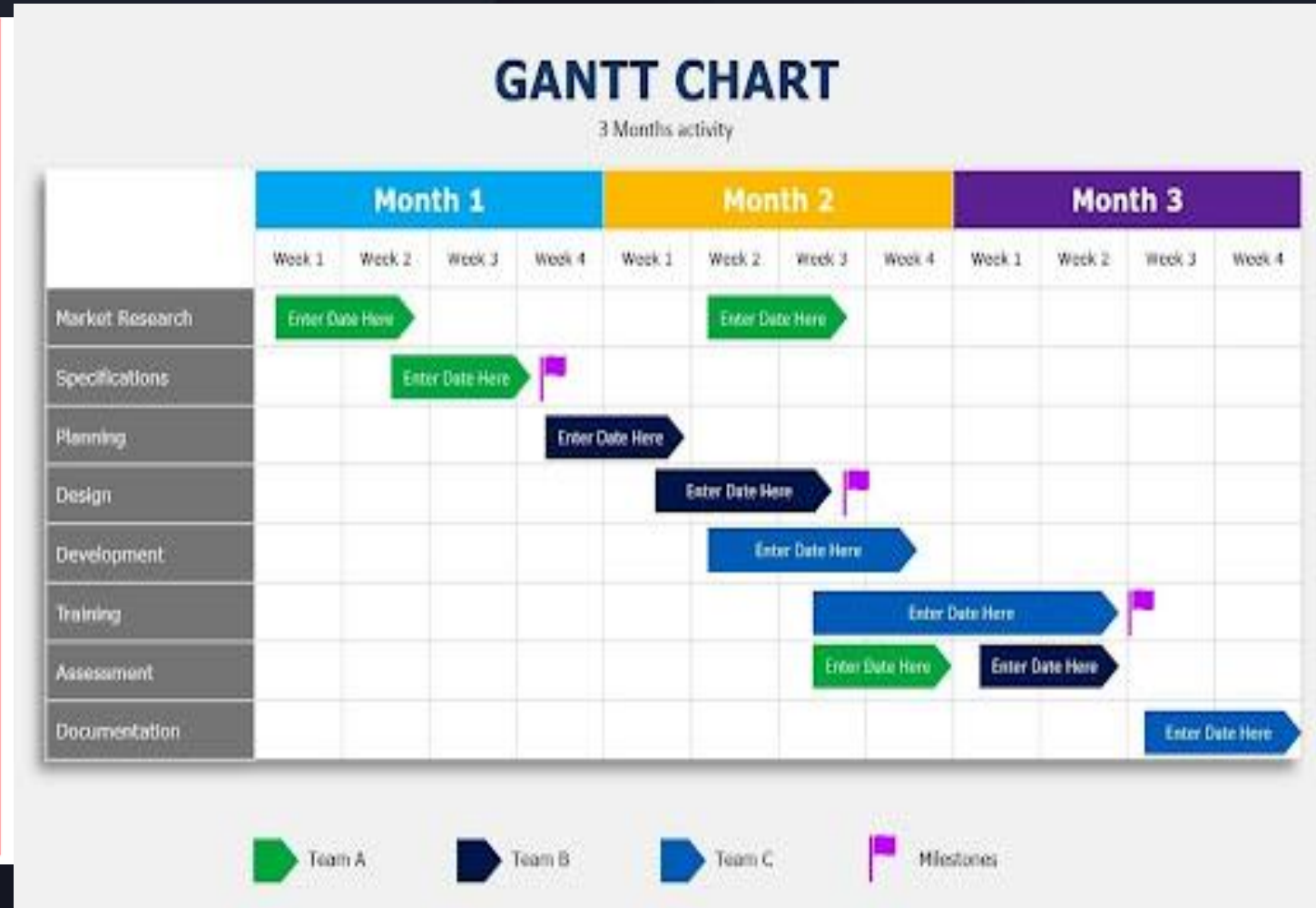
A graphic that details the deliverables by presenting key Milestones within a hierarchy.

It simplifies Projects into smaller, more manageable groups. It also provides the necessary framework for detailed cost estimating and control along with providing guidance for Schedule development and control.



## GANTT Chart

The most common form of Project Schedule is the **GANTT Chart**. It's a **horizontal bar chart** that tracks activities over time. Depending on **resource allocation** and **task relationships**, the **bars** might be running **in parallel** or **sequentially**. It can be produced with **differing levels** of detail depending on the **needs of the target audience**.



# **Getting started with your Project Schedule**

## Getting started with your Project Schedule

- Scheduling is **part of the planning process**.
- When you are first planning your project, ask yourself these three key questions.

**WHAT**

What needs to be done?

**WHEN**

When will it happen?

**WHO**

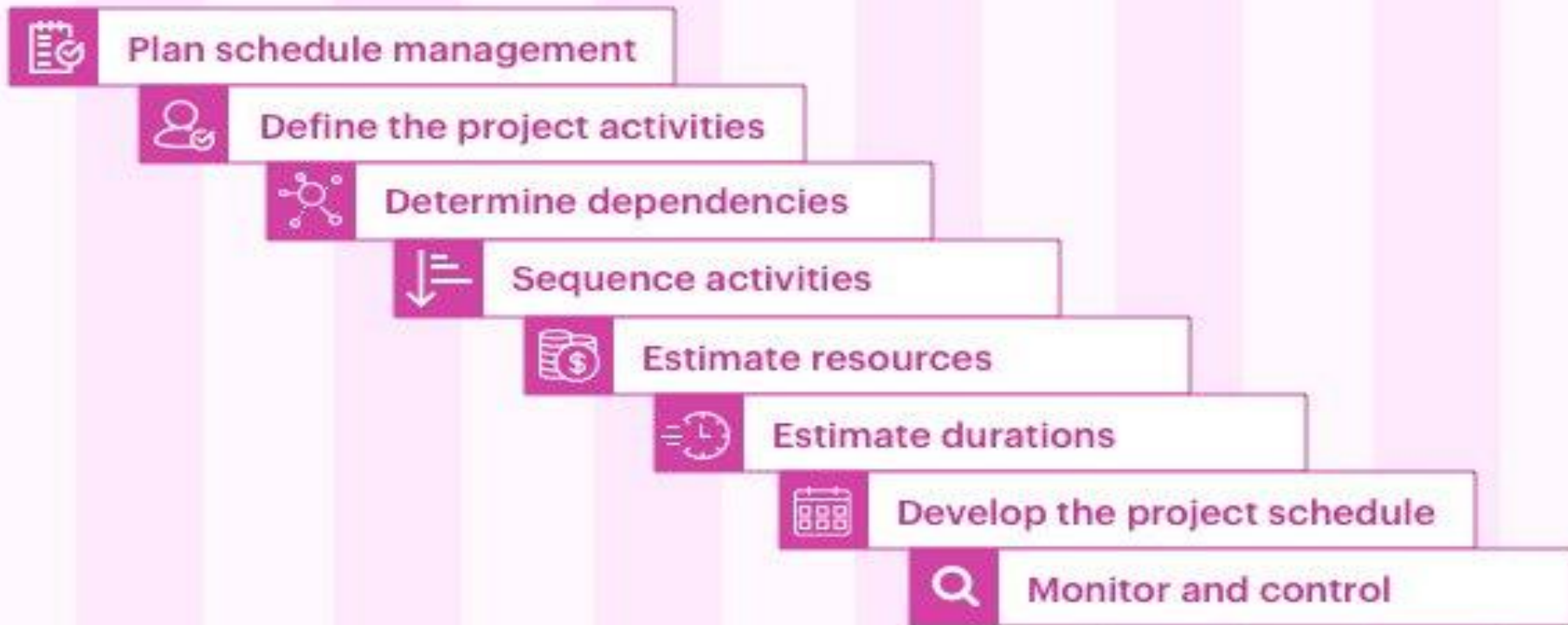
Who will do it?

## Getting started with your Project Schedule

### Steps to effectively schedule your projects are to:

1. **Confirm the project activities:** make sure they cover your Project Scope
2. **Sequence activities:** determine which order the tasks need to be completed
3. **Determine dependencies:** identify tasks that rely on each other
4. **Determine durations:** accurately estimate how long each task will take
5. **Establish milestones:** set the key dates that need to be met
6. **Allocate resources:** internal staff, contractors, tools, and workspaces
7. **Assess Risks:** and decide how it will be dealt with in your schedule
8. **Monitor and control:** decide how you will monitor, control and report on any changes to the schedule.

# The 8 Steps Of The Project Scheduling Process



## **2) Project Budget**

## Project Budget

- A **Project Budget** is a plan that includes every detail on how much money will be spent on a project, its needs and resources, for what, by whom, and when.
- It's a dynamic document, continuously monitored, reviewed, and updated throughout the project.

# **The components of a Project Budget**

# The components of a Project Budget

- Project Budgets contain all the costs associated with the project.
- It generally includes:
  - Labor costs: employee wages, benefits, payroll taxes, and overheads.
  - Material procurement costs: goods, services, equipment, and supplies needed for the project that come from external providers.
  - Resources cost per quantity;
  - Expenses (food, travel, supplies);
  - A fund for emergencies;
  - Cash flows.

Under each of these categories, the costs can usually be separated into two broad categories:

- **Fixed costs:** these are set for the project and will not change. For example, Rent, advertising, and administrative costs.
- **Variable costs:** these change based on activity. For example, if you have a subcontractor working by the hour on your project and it goes over time, the cost goes up. Variable costs need the most monitoring.

# **The purpose of a project budget**

## The purpose of a project budget

### The Project Budget is designed to:

- Aid in **the decision-making** process. This could be deciding whether the project **goes ahead** or choosing how much to **invest** in different activities within the project.
- Communicate to **stakeholders how much money is needed** and when it's needed.
- Give the project **manager** a baseline to help them **work out if the project is spending along its desired path**.

# **The benefits of effective project budgeting**

## The benefits of effective project budgeting

- Helps to ensure the project is completed within the constraints of the available financial resources;
- Helps to identify and manage risk associated with the project's finance;
- Facilitates the communication between the project manager, team members, and stakeholders;
- Helps to make better decisions;
- Allows better monitoring and control of the project's financial performance.

# **Steps for successful project budget**

# Steps for successful project budget

- 1.Refer to your Project Scope** : the Project Scope contains the goals, deliverables, tasks, and deadlines for the project.
- 2.Define the Resources you need**: list all the people and items that you need to complete the project within deadlines.
- 3.Understand the Resource Rate**: people who will be working on the project will work at a specific rate, with more experienced people costing more, but often able to complete tasks faster and to a higher standard. Materials for the project get charged at a rate too

# Steps for successful project budget

4- Estimate **risk and out of scope work**

5- Establish **a contingency fund**: Having an emergency fund means there's a reserve for when costs increase.

6- Build the **Budget**: compile the estimates into your project management software or budget template.

7- **Obtain approval**: When you're presenting your budget to management or stakeholders, you want it to be right. You'll also need to be able to confidently justify the thinking behind the numbers.



# Project Budget Excel Template

|                     |                   |                   |            |
|---------------------|-------------------|-------------------|------------|
| Name of the Company | ABC CO. PVT. LTD. | Start Date        | 12-11-2017 |
| Name of the Project | ABC Mart          | End Date          | 12-09-2019 |
| Project Head        | Mr. PQR           | Estimated Days    | 700        |
| Budgeted Cost       | \$ 14,98,000      | Actual Days       | 701        |
| Actual Cost         | \$ 16,05,800      | Under/(Over Days) | (1.00)     |
| Under/(Over) Cost   | \$ -1.07,800      |                   |            |

## Project Budget Estimator

| Work-breakdown Structure |               | LABOUR    |        |            |            | MATERIAL  |        |           |           | Fixed Cost | Total Cost |           | Under/(Over) |
|--------------------------|---------------|-----------|--------|------------|------------|-----------|--------|-----------|-----------|------------|------------|-----------|--------------|
| WBS                      | Task Category | Est. Time | Rate   | Est. Wages | Act. Wages | Est. Unit | Rate   | Est. Mat. | Act. Mat. | Amount     | Estimated  | Actual    | Amount       |
| 1                        | Primary       | 200       | \$ 200 | \$ 40,000  | \$ 38,000  | 100       | \$ 100 | \$ 10,000 | \$ 9,700  | \$ 3,500   | \$ 53,500  | \$ 51,200 | \$ 2,300     |
| 1.1                      | Secondary     | 200       | \$ 200 | \$ 40,000  | \$ 45,000  | 100       | \$ 100 | \$ 10,000 | \$ 15,000 | \$ 3,500   | \$ 53,500  | \$ 63,500 | \$ -10,000   |
| 2                        | Primary       | 200       | \$ 200 | \$ 40,000  | \$ 38,000  | 100       | \$ 100 | \$ 10,000 | \$ 9,700  | \$ 3,500   | \$ 53,500  | \$ 51,200 | \$ 2,300     |
| 2.1                      | Secondary     | 200       | \$ 200 | \$ 40,000  | \$ 45,000  | 100       | \$ 100 | \$ 10,000 | \$ 15,000 | \$ 3,500   | \$ 53,500  | \$ 63,500 | \$ -10,000   |
| 3                        | Primary       | 200       | \$ 200 | \$ 40,000  | \$ 38,000  | 100       | \$ 100 | \$ 10,000 | \$ 9,700  | \$ 3,500   | \$ 53,500  | \$ 51,200 | \$ 2,300     |
| 3.1                      | Secondary     | 200       | \$ 200 | \$ 40,000  | \$ 45,000  | 100       | \$ 100 | \$ 10,000 | \$ 15,000 | \$ 3,500   | \$ 53,500  | \$ 63,500 | \$ -10,000   |
| 3.2                      | Secondary     | 200       | \$ 200 | \$ 40,000  | \$ 38,000  | 100       | \$ 100 | \$ 10,000 | \$ 9,700  | \$ 3,500   | \$ 53,500  | \$ 51,200 | \$ 2,300     |
| 3.3                      | Secondary     | 200       | \$ 200 | \$ 40,000  | \$ 45,000  | 100       | \$ 100 | \$ 10,000 | \$ 15,000 | \$ 3,500   | \$ 53,500  | \$ 63,500 | \$ -10,000   |
| 4                        | Primary       | 200       | \$ 200 | \$ 40,000  | \$ 38,000  | 100       | \$ 100 | \$ 10,000 | \$ 9,700  | \$ 3,500   | \$ 53,500  | \$ 51,200 | \$ 2,300     |
| 4.1                      | Secondary     | 200       | \$ 200 | \$ 40,000  | \$ 45,000  | 100       | \$ 100 | \$ 10,000 | \$ 15,000 | \$ 3,500   | \$ 53,500  | \$ 63,500 | \$ -10,000   |
| 4.2                      | Secondary     | 200       | \$ 200 | \$ 40,000  | \$ 38,000  | 100       | \$ 100 | \$ 10,000 | \$ 9,700  | \$ 3,500   | \$ 53,500  | \$ 51,200 | \$ 2,300     |
| 4.3                      | Secondary     | 200       | \$ 200 | \$ 40,000  | \$ 45,000  | 100       | \$ 100 | \$ 10,000 | \$ 15,000 | \$ 3,500   | \$ 53,500  | \$ 63,500 | \$ -10,000   |
| 5                        | Primary       | 200       | \$ 200 | \$ 40,000  | \$ 38,000  | 100       | \$ 100 | \$ 10,000 | \$ 9,700  | \$ 3,500   | \$ 53,500  | \$ 51,200 | \$ 2,300     |
| 5.1                      | Secondary     | 200       | \$ 200 | \$ 40,000  | \$ 45,000  | 100       | \$ 100 | \$ 10,000 | \$ 15,000 | \$ 3,500   | \$ 53,500  | \$ 63,500 | \$ -10,000   |
| 6                        | Primary       | 200       | \$ 200 | \$ 40,000  | \$ 38,000  | 100       | \$ 100 | \$ 10,000 | \$ 9,700  | \$ 3,500   | \$ 53,500  | \$ 51,200 | \$ 2,300     |



SUMMARY

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V

## The Project Schedule

- Definition
- Types
- Benefits
- Tools, and techniques
- Steps

# Summary

## **Project Budget**

- Definition
- Components
- Purpose
- Benefits
- Steps



## Questions

Which of the following types of Projects Schedule?

All answers are correct.

Master Project Schedule

Milestone Project Schedule

Detailed Project Schedule

A list of activities with deadlines is-----

Task list

Work Breakdown structure

GANTT Chart

All answers are incorrect

## Questions

A graphic that details the deliverables by presenting key milestones within a hierarchy

Work Breakdown structure

Task list

GANTT Chart

All answers are incorrect

The most common form of project schedule is -----

The GANTT Chart

Work Breakdown structure

Task list

All answers are incorrect

## Questions

-----is a plan that includes every detail on how much money will be spent on a project.

Project Budget

Project Schedule

Project Risk

Project Management

Rent is-----

Fixed cost

Variable cost

Marginal cost

Total cost

## Questions

----- contains the goals, deliverables, tasks, and deadlines for the project

Project Scope

Resources you need.

the Resource Rate

Approval

In which of the following project phases is the project schedule developed?

Planning

Conceptual

Implementation

Design

## Questions

-----is a summary level schedule that highlights the key tasks and their estimated duration.

Master Project Schedule

Milestone Project Schedule

Detailed Project Schedule

All answers are correct.

-----is a great for reporting status and helping teams see their progress at a glance.

Milestone Project Schedule

Master Project Schedule

Detailed Project Schedule

All answers are correct.

## Questions

-----is more operational level schedule that tracks every project activity

Detailed Project Schedule

Milestone Project Schedule

Master Project Schedule

All answers are correct.

Which of the following is/are purpose of a project budget?

All answers are correct.

Aid in the decision-making process

Communicate to stakeholders how much money is needed.

Give the project manager a baseline to help them work out if the project is spending along its desired path.

## Questions

|                                                                                                |                                                                                                                   |
|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| جدول المشروع هو مستند ديناميكي يتم إنشاؤه في نهاية مرحلة التخطيط .                             | The Project Schedule is a dynamic document that is created at the end of the Planning stage. F                    |
| يعد جدول المشروع الرئيسي رانغا للإبلاغ عن الحالة ومساعدة الفرق على رؤية تقدمهم في لمحة .       | Master Project Schedule is great for reporting status and helping teams see their progress at a glance. F         |
| الجدول الزمني التفصيلي للمشروع هو جدول مستوى تشغيلي أكثر يتتبع كل نشاط من أنشطة المشروع.       | Detailed Project Schedule is a more operational level schedule that tracks every project activity. T              |
| جدول المشروع الرئيسي هو جدول مستوى ملخص يسلط الضوء على المهام الرئيسية والمدة المقدرة لها.     | Master Project Schedule is a summary level schedule that highlights the key tasks and their estimated duration. T |
| يوفر جدول المشروع خارطة طريق واضحة للجميع في بداية المشروع.                                    | The Project Schedule provides a clear roadmap to everyone at the beginning of the Project. T                      |
| الجدولة جزء من العملية التنفيذية .                                                             | Scheduling is part of the Executive process. F                                                                    |
| قائمة المهام هي قائمة بالأنشطة ذات المواعيد النهائية.                                          | Task list is a list of activities with deadlines. T                                                               |
| مخطط جانت هو رسم بياني يوضح تفاصيل المخرجات من خلال تقديم المعالم الرئيسية في التسلسل الهرمي . | GANTT Chart is a graphic that details the deliverables by presenting key milestones within a hierarchy. F         |
| الشكل الأكثر شيوعاً لجدول المشروع هو هيكل تنظيم العمل .                                        | The most common form of project schedule is Work Breakdown structure. F                                           |
| لا يتم تضمين تكاليف العمالة في ميزانيات المشروع                                                | Labor costs are not included in the Project Budgets. F                                                            |
| تتغير التكاليف المتغيرة بناءً على النشاط.                                                      | Variable costs change based on activity. T                                                                        |
| يتم تعيين التكاليف الثابتة للمشروع ولن تتغير.                                                  | Fixed costs are set for the project and will not change. T                                                        |



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