MBA CLASS 4
Subject Profile: PROJECT MANAGEMENT
Session 3

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PROJECT TIME MANAGEMENT

On completion of this Session, you will be able to:

1. Define project activities, tasks and work break down structure (WBS)
2. Identify project resources
3. Develop project schedule
4. Control the project schedule

ACTIVITIES:

- **Lecturing**

- **Reading for comprehensive:**

- **Group discussion:** Scheduling your new identified project

- **Presentation:** WBS and your new project scheduling

- **Home exercise:** Suggestions on staff requirement and project organization structure of your new project.

- **Assessment:** Self-assessment
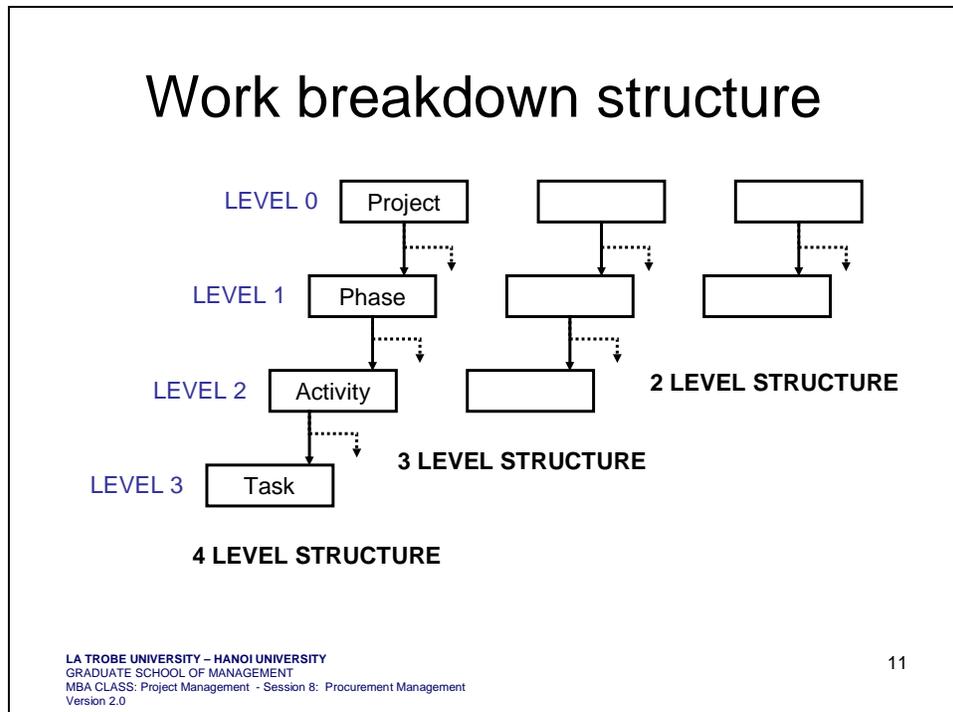
LEARNING TOOLS

- PMBOK Guide
- Lecture notes
- Assignment material

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1. Work breakdown structure

1.1. Project time management procedure
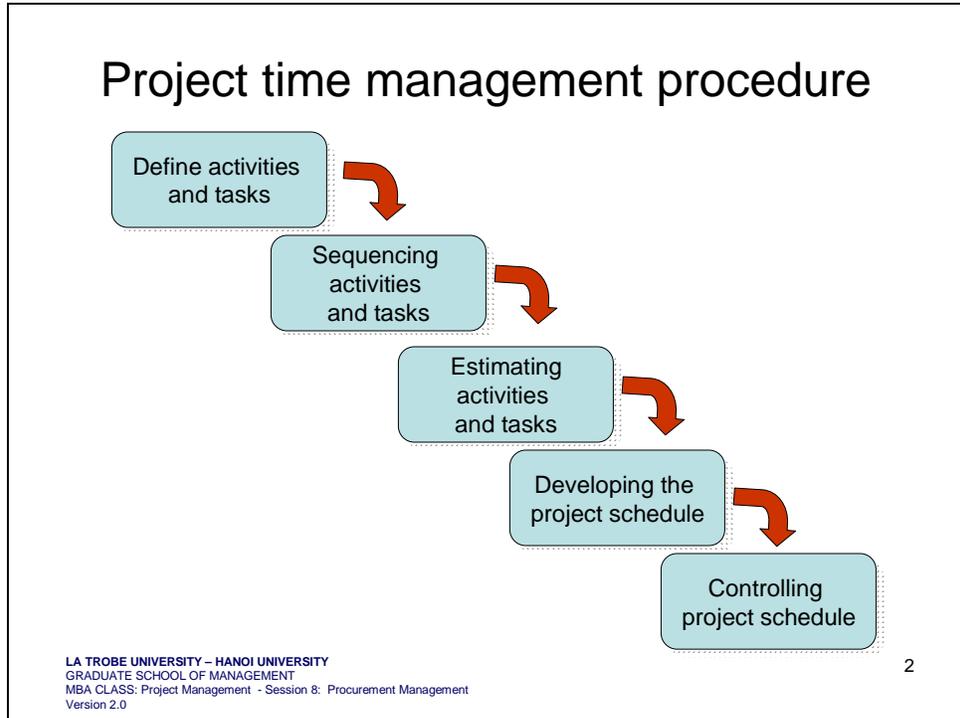
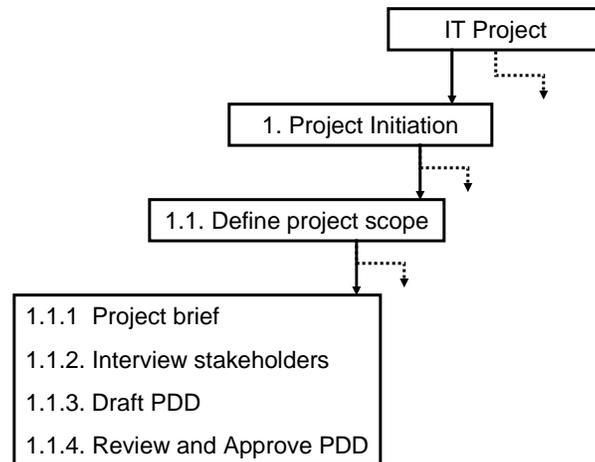## 1.2. Project work breakdown Structure – identifying activities and tasks

1.3. Project work breakdown coding

Work breakdown coding structure

```
                        ┌──────────────┐
                        │  IT Project  │----┐
                        └──────┬───────┘    ↓
                               ↓
                   ┌────────────────────┐
                   │ 1. Project Initiation │----┐
                   └─────────┬──────────┘        ↓
                             ↓
               ┌──────────────────────────┐
               │ 1.1. Define project scope │----┐
               └────────────┬─────────────┘      ↓
                            ↓
         ┌─────────────────────────────────────┐
         │ 1.1.1  Project brief                 │
         │                                      │
         │ 1.1.2. Interview stakeholders        │
         │                                      │
         │ 1.1.3. Draft PDD                     │
         │                                      │
         │ 1.1.4. Review and Approve PDD        │
         └─────────────────────────────────────┘
```

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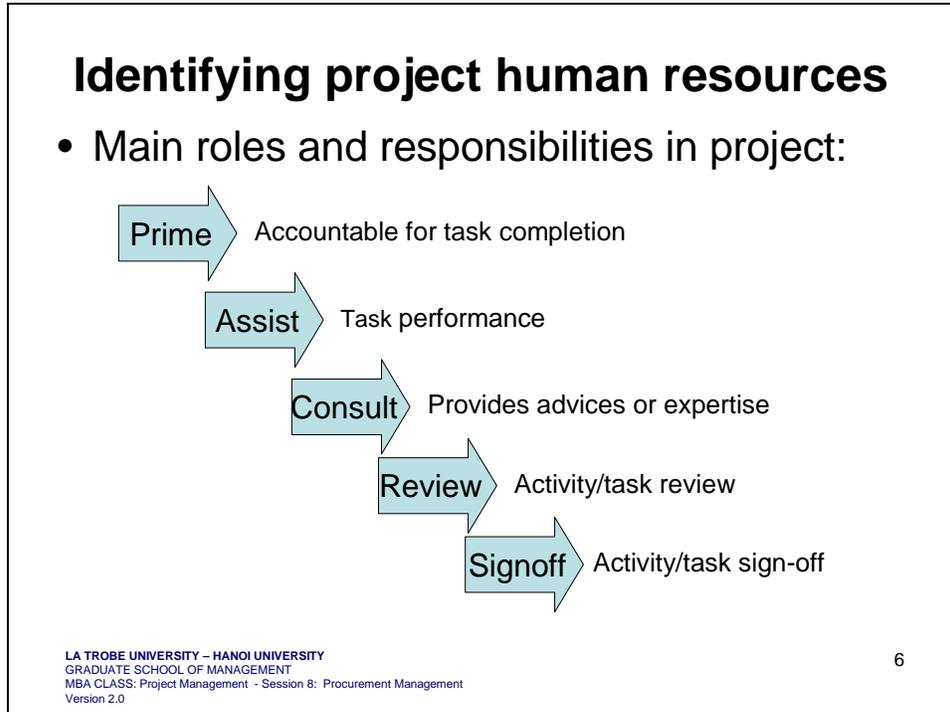**1.4.** Estimating activities and tasks

Estimating activities and tasks
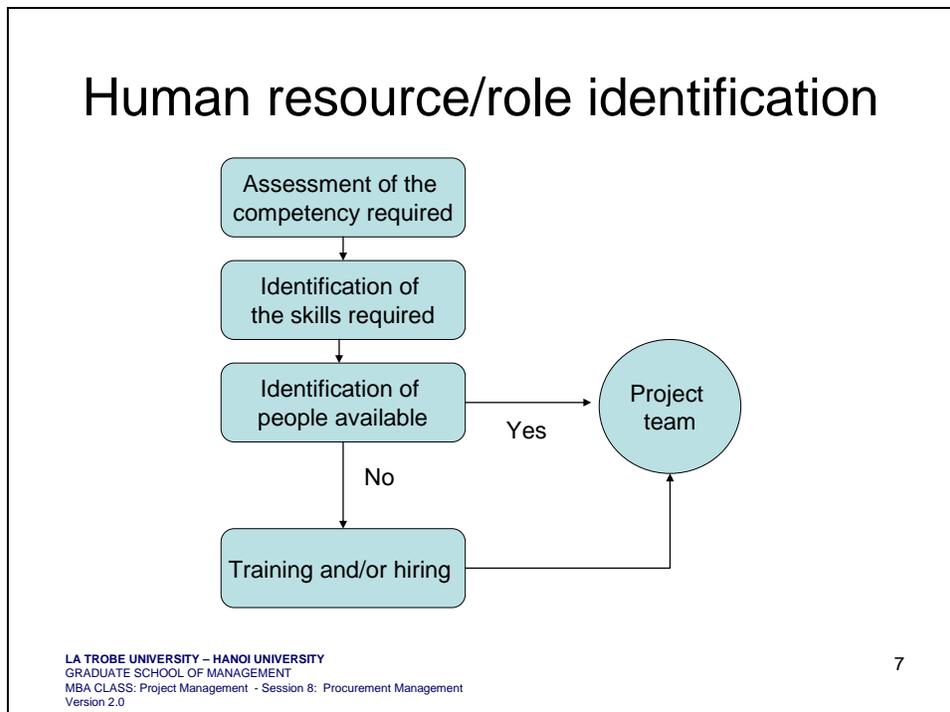
The estimating activities and tasks process includes:

• Estimating work effort requirements for tasks

• Resource assignment to tasks (people, materials, services, funds, etc.)

• Defining roles and responsibilities of people to tasks

• Determining durations for tasks

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2. Identifying project resources

2.1. Human resource

2.2. Human resource identification

2.3.   Other resources for activities and tasks
- Materials
- Services
- Suppliers
- Funds

3. Scheduling and diagramming project works

Scheduling project works

- Schedule development is the process of determining start and finish date for project activities
- It is repeat process and is reliant upon the input of both duration and cost estimates.

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3.1.   Project main schedule components

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Main schedule components

- Sequenced duration estimated activities and task
- Resource requirements
- Calendar
- Constraints and assumption
- Lead and lags

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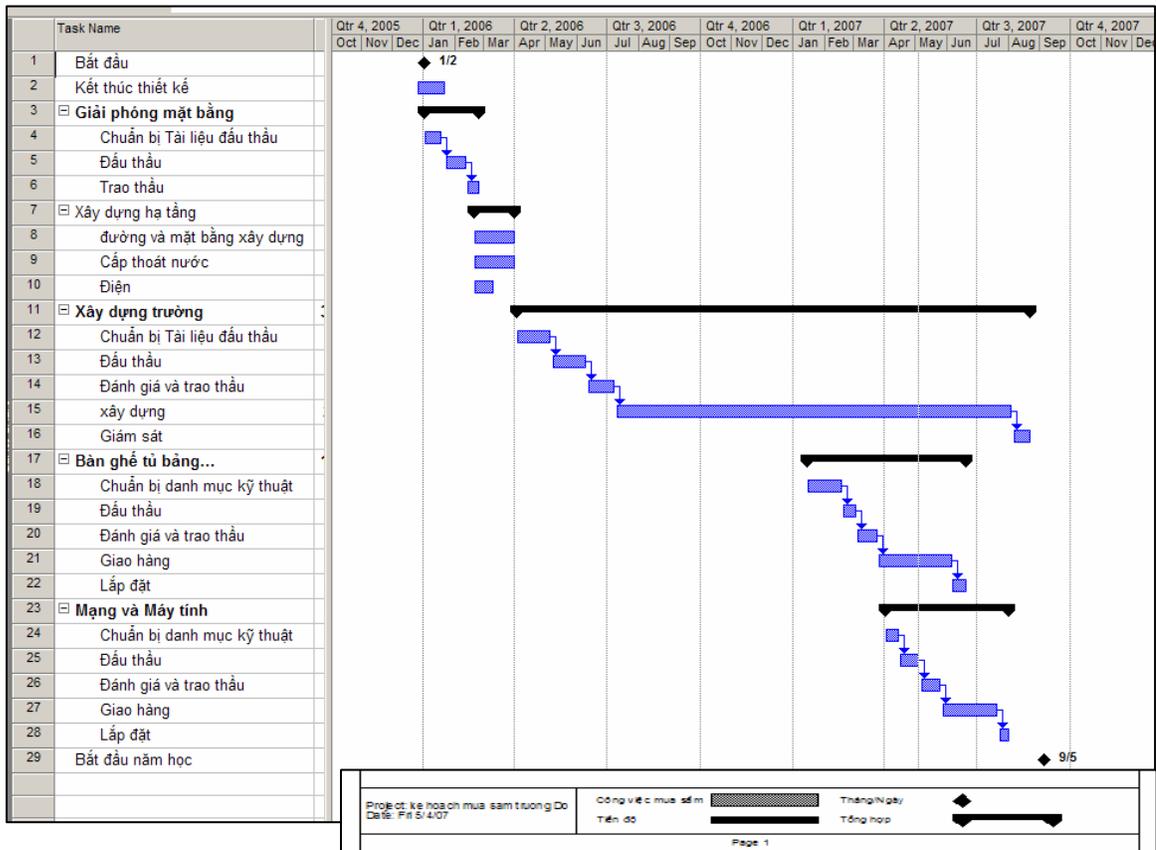# Development of a project schedule is a two stage process:

1. TIME SCHEDULLING
(ASSUMES NO RESOURCE CONSTRAINTS)

2. RESOURCE SCHEDULLING
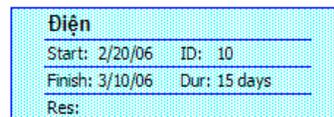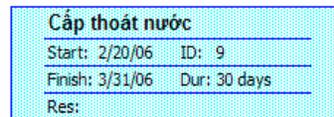Cannot result in an earlier completion date

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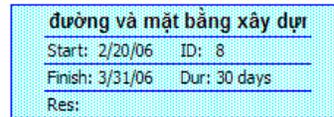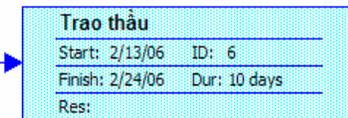
3.2. Develop project schedule by using project management software

Microsoft Project or other software can be used.

Sample of project schedule (Gantt Chart)

Sample of project schedule
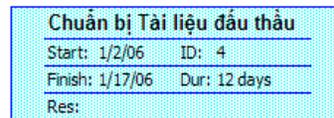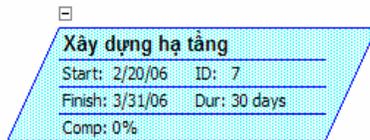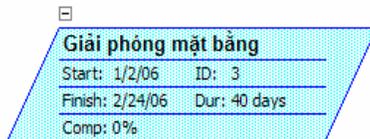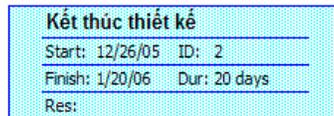## (Network Diagram)

Bắt đầu
Milestone Date: Mon 1/2/06
ID: 1

Kết thúc thiết kế
Start: 12/26/05   ID: 2
Finish: 1/20/06   Dur: 20 days
Res:

Giải phóng mặt bằng
Start: 1/2/06   ID: 3
Finish: 2/24/06   Dur: 40 days
Comp: 0%

Chuẩn bị Tài liệu đấu thầu
Start: 1/2/06   ID: 4
Finish: 1/17/06   Dur: 12 days
Res:

Đấu thầu
Start: 1/23/06   ID: 5
Finish: 2/10/06   Dur: 15 days
Res:

Trao thầu
Start: 2/13/06   ID: 6
Finish: 2/24/06   Dur: 10 days
Res:

Xây dựng hạ tầng
Start: 2/20/06   ID: 7
Finish: 3/31/06   Dur: 30 days
Comp: 0%

đường và mặt bằng xây dựn
Start: 2/20/06   ID: 8
Finish: 3/31/06   Dur: 30 days
Res:

Cấp thoát nước
Start: 2/20/06   ID: 9
Finish: 3/31/06   Dur: 30 days
Res:

Điện
Start: 2/20/06   ID: 10
Finish: 3/10/06   Dur: 15 days
Res:

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4. Control the project schedule

Controlling project schedule

- Controlling project schedule is concerned with:
- Influencing the factors *(cost, progress, time)* which create schedule changes to ensure benefit
- Determining that the schedule has changed
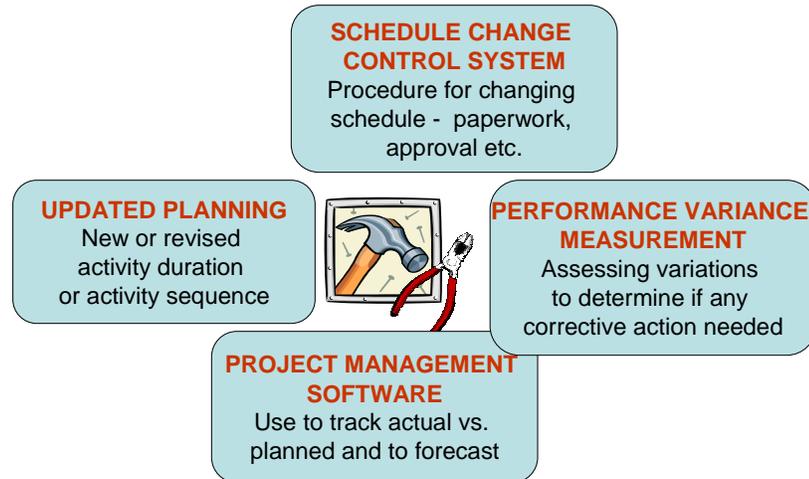- Managing the changes when and as they occur

4.1. Requirements

Controlling project schedule requirements

- Project schedule
- Performance reports
- Change requests
- Schedule Management Plan

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4.2. Mechanisms and tool

Controlling project schedule mechanisms and tools

SCHEDULE CHANGE CONTROL SYSTEM
Procedure for changing schedule - paperwork, approval etc.

UPDATED PLANNING
New or revised activity duration or activity sequence

PERFORMANCE VARIANCE MEASUREMENT
Assessing variations to determine if any corrective action needed

PROJECT MANAGEMENT SOFTWARE
Use to track actual vs. planned and to forecast

4.3. Project schedule control Guidelines

Controlling project schedule guidelines

- Repeatable process
- In a timely cycle
- Detailed and accurate information
- All project team involved
- Right level of detail

- Must result in action
- All issues given an owner
- Approval obtained
- Be prepared to replan or scope

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4.4.   Project schedule control deliverables

Controlling project schedule deliverables

- Updated project schedule
- Documented actions to correct variance
- Lessons learned

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