Setting up a Project Schedule

Chapter 6
Drives me crazy...every PM book says you create WBS, estimate duration, then sequence. Who does one without thinking about the others?

Exercise

Now that you’ve created the WBS and estimated the duration of each task, lay out the project schedule.
Question

You put together your charter and scope document for your 9 month project and got it approved a month ago. Now when you lay out your project schedule, you determine that this is a 12 month project. What do you do?
Question

If it takes one woman nine months to make a baby, why can’t nine women make a baby in one month?
Other than the project start date or the project end date, should you be entering any other dates (i.e. dates on tasks)?

Just enter the start date and let project calculate the start/end dates for all tasks and the end date of the project based on task durations and resources assigned.

As soon as you start plugging dates into tasks, you are screwed. Don’t do it!
What do we mean by “sequencing activities”? 

What are “dependencies” between activities? 

What types of dependencies are listed in your book? Which are the most frequently used?
Can you give an example of tasks with the following types of dependencies?

- Finish-to-start (FS)
- Start-to-start (SS)
- Finish-to-finish (FF)
- Start-to-finish (SF)
What is the “critical path”? 

Does the critical path ever change?
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
What is “critical chain scheduling”?

1. Remove all buffers from individual tasks
2. Add a single project buffer at the very end
3. Selectively add feeding buffers to tasks on the critical path.
What are calendars used for in MS Project?

Keep track of the work days/hours people are available to work on tasks.
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.