

Week 3: Managing Project Scope and Schedule Management Discussion

The topic below pertains to the materials covered in the weekly lesson. In addition to a text description, you may add a screen capture, a matrix, or other creative image that supports your ideas.

You are to submit three quality posts over 3 different days, with the first post on or before Wednesday for each graded discussion topic. Use references from your textbooks.

After reading Chapter 6: Project Schedule Management in the textbook *Information Technology Project Management* (2019) by Kathy Schwalbe, review the importance of schedule management and then discuss the following tools and explain why they are important.

- Network diagrams
- Activity sequencing
- Estimating activities
- Critical path

Also, explain the Software Development Life Cycle (SDLC) that you are using on your Course Project and state specifically how your Course Project may be impacted if the items above are not used.

[View Instructor posts](#) [View My Posts](#) [Search entries or author](#) [Filter replies by unread](#) [Unread](#)
[Collapse replies](#) [Expand replies](#)

[Subscribed](#)

[Reply](#) [Reply to Week 3: Managing Project Scope and Schedule Management Discussion](#)

.

May 17, 2021Local: May 17 at 10:30am
Course: May 17 at 12:30pm

Hello Folks, I wish you a great week. Here is my perspective:

- You may remember that you will return your project charter this week. There is a template proposal of mine that I've uploaded in my Files, it's from the New York University. It primarily aims to give high-level (1 or 2 pages) information about your project, so you can be authorized accordingly.
- Scope statement is what-we-do, it is an extended version of a project charter. It usually 3-to-10 pages, in other words, it's more than a WBS

- The reason that it is very important is the fact that you manage your invoicing per your scope statement, a.k.a. acceptance criteria. Therefore, anything you miss here or vague scope statements with ambiguities might create significant risks.
- Sequencing makes the heart of our schedule, since it's not just about when-we-do, it's also the phase that we define our dependencies and failing with dependencies are not always tolerable per re-works, damage might be very significant.
- Critical path is crucial because of two reasons, first you'll know what will make you late, a.k.a. tasks on your critical path, second you'll also know where you have some flexibility, a.k.a. non-critical tasks, so you can redistribute your resources if there is a need.
- The vast majority of our resources are "Work", i.e. manpower, cost estimations heavily depend on duration estimations

Lastly, knowing that the vast majority here sticks with deployment projects, mostly, I'd like to start with the simplest SDLC form first: Analyze-Deploy-Test

What would be your (I would not go for more than 5 phases here) preference?

Edited by [Fmre Ozmen](#) on May 17 at 2:41pm

[Collapse Subdiscussion](#)[Michael Withers](#)

Michael Withers

May 17, 2021Local: May 17 at 2:30pm
Course: May 17 at

4:30pm [Manage Discussion Entry](#)

Hi Everyone,

The tools used in schedule management are important as they offer a variety of benefits to project team members and stakeholders. These tools are often integrated together and help create an organized timeline for a project. For instance, network diagrams are key for highlighting relationships between activities, as well as, the type of dependency they have with one another (Verma, 2021). Activity sequencing is vital in outlining the order that activities can occur based on their interdependencies to ensure an effective scheduling structure (Slate, 2018). Estimating activities is a challenging, but critical tool, of which there are many calculation methods used to assess the time each activity would take to finish. It is important as these estimates serve as the base of expectations for the project's resource allocation, costs, and when combined, the complete project schedule (Sebastian, n.d.). Lastly, the critical path establishes the project's earliest completion timeline based on the previous tools. Moreover, it serves as a guiding mechanism throughout the project (Slate, 2018). For instance, if the critical path is extended past the

expected completion date, crashing and fast tracking may be needed to get the project's schedule back to normal. In general, these tools are not just important to the managing the project schedule, but also project cost management, resource allocation, and overall efficiency.

References:

Sebastian. (n.d.). *Estimating Activity Durations: Definition, Methods, Practical Uses*. Retrieved from: <https://project-management.info/estimating-activity-durations/#2-how-is-activity-duration%0Aestimated> (Links to an external site.)

Slate, Andrew. (2018). *Critical Path Method: A Project Management Essential*. Retrieved from: <https://www.wrike.com/blog/critical-path-is-easy-as-123/> (Links to an external site.)

Verma, Eshna. (2021). *Network Diagram: An Important Tool for Effective Time Management*. Retrieved from: <https://www.simplilearn.com/network-diagram-as-an-effective-time-management-tool-40224-article> (Links to an external site.)

o

[Collapse SubdiscussionEmre Ozmen](#)

Emre Ozmen

May 18, 2021Local: May 18 at 7:20am
Course: May 18 at 9:20am

[Manage Discussion Entry](#)

Thanks Michael. Unnecessary dependencies makes the critical path very sensitive, applying right amount of fast tracking might help to balance it.

[Reply Reply to Comment](#)

o

[Collapse SubdiscussionGibbon Richards](#)

Gibbon Richards

May 18, 2021Local: May 18 at 9:40pm
Course: May 18 at 11:40pm

[Manage Discussion Entry](#)

When faced with the need to fast track a project schedule, the first instinct may be to add resources, or even more likely, to put in more work hours. But these options are not always productive or viable. The use of additional staff resources, even when it is a possibility, is often not a solution. Under some project circumstances, certain tasks can only be completed by a finite number of resources, in a finite period of time. In these cases, extra resources will only add cost, cause confusion, and in fact, may even impede, rather than promote progress. Overtime is also a tricky proposition. While additional work hours may shorten an otherwise lagging schedule, excessive overtime may backfire if *burn-out* sets in. As with most management techniques, it's all about striking the right balance between needs and capabilities.

[Reply Reply to Comment](#) (1 like)

[Collapse SubdiscussionDavaun Aquart](#)

Davaun Aquart

May 22, 2021Local: May 22 at 10:31pm
Course: May 23 at 12:31am

[Manage Discussion Entry](#)

Gibbon,

There is no uncertainty that the fast-tracked schedule is more enthusiastically to oversee (considering all the simultaneous action). Furthermore, fast-tracked schedules may likewise encounter issues of more prominent power. Moreover, if simultaneous work is to be appropriately executed, it should be done without forfeiting quality, scope, and spending plan. All in all, fast-tracked planning is an incredible, albeit dangerous, device that should be utilized cautiously and with watchfulness. Resources are people, equipment, place, money, or whatever else that you need to do the entirety of the exercises that you got ready for. Each action in your movement list needs to have resources relegated to it. Awesome post, Gibbon!

[Reply Reply to Comment](#) (1 like)