



BEST PRACTICE Scheduling

A schedule is a calendar-based breakdown of tasks and deliverables. It helps the project manager and project leader manage the project within the *time frame* and keep track of current, as well as future problems. A WBS (Work Breakdown Structure) helps to define the activities at a broader level, such as who will do the activities, but planning is not complete until we attach a resource and time to each activity. In simple terms, scheduling answers these questions:

- What tasks will be done?
- Who will do them?
- When will they do them?

A schedule requires constant update since teams and tasks undergo change. Status reports are the major input to the schedule. Scheduling revolves around monitoring the work progress versus work scheduled. A few advantages are:

- Once a schedule is made, it gives a clear idea to the team and the management of the roles and responsibility for each task.
- It propagates tracking.
- It allows the project manager the opportunity to take corrective action.

A Work Breakdown Structure (WBS) groups test project components into deliverable and accountable pieces. As illustrated in Figure 27, it displays and defines the product to be developed by planning, training, and other elements and relates them to each other and to the product. The aim is to have measurable components for which people (team members, subject matter experts and specialists) can be held accountable. It is created during the proposal stage.

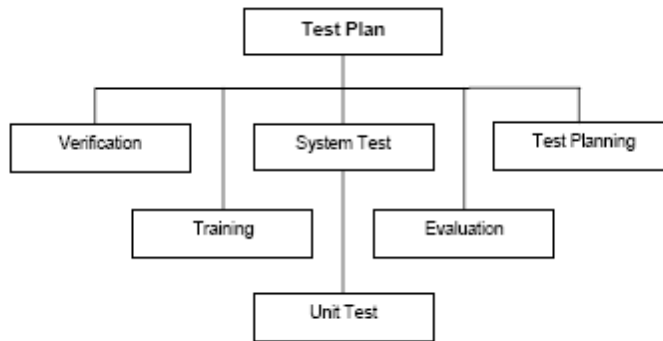


Figure 27. Example of a Work Breakdown Structure

There is a misconception that a WBS should be broken down to the smallest level. That is a big fallacy since it takes away the meaning of planning into measurable components that will be broken down later into smaller and achievable components assigned to team members.

The WBS defines the total project. It is a product-oriented, family tree composed of hardware elements, software elements, and service elements. The WBS relates project elements or work scope definitions to each other and to the end product. It is not an organization chart of company personnel.

References

Guide – CSTE Common Body Of Knowledge, V6.1