



Live Skills

Planning phase

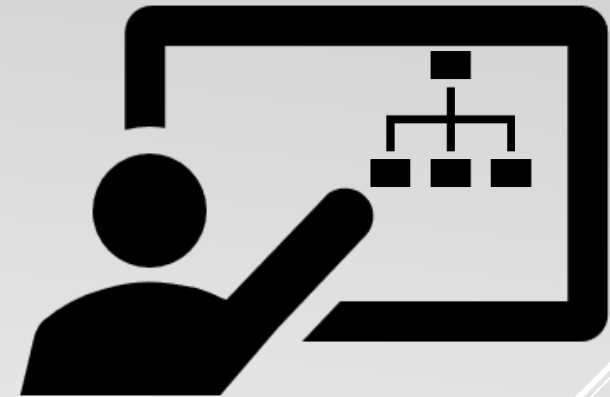
Course:	Art management
Module:	Project management
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Author:	Vasil Kolev

PLANNING

Planning is may be the most difficult and important task at the stage of developing a project. Its purpose is to prepare a detailed project design. Including project milestones and performance indicators.

Main processes involved in planning are:

- planning project activities
- planning tasks
- planning time
- planning resources
- planning costs
- planning risks



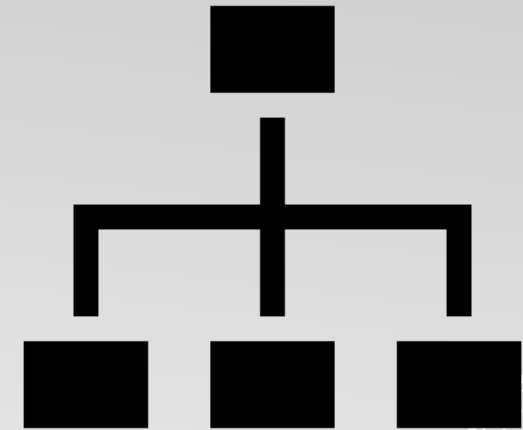
PLANNING PROJECT ACTIVITIES

Main activities are drawn at initiation phase of the project and at this stage detailed planning is required

Most used technique for detailed planning of activities is the Work Breakdown Structure(WBS). The WBS always has the main goal of the project on top of the structure, which is decomposed to manageable components and the lowest element in the structure is called terminal element. (it includes several steps):

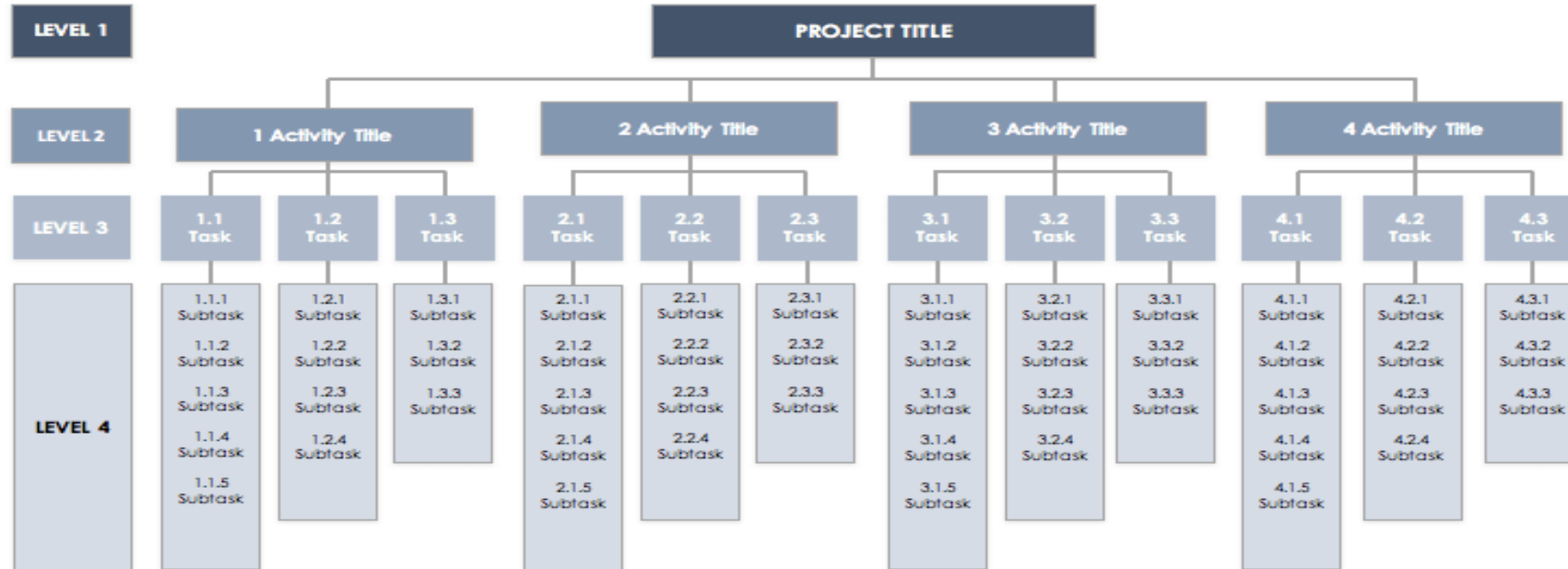
- ✓ Divide activity to manageable tasks
- ✓ Determine task dependencies
- ✓ Determine order of implementation of the tasks
- ✓ Do the same with all project activities

The developed structure provides frame for the total planning, assigning work, scheduling, resource and cost estimation.



WORK BREAKDOWN STRUCTURE LEVELS TEMPLATE

PROJECT TITLE		COMPANY NAME	
PROJECT MANAGER		DATE	



PLANNING TIME

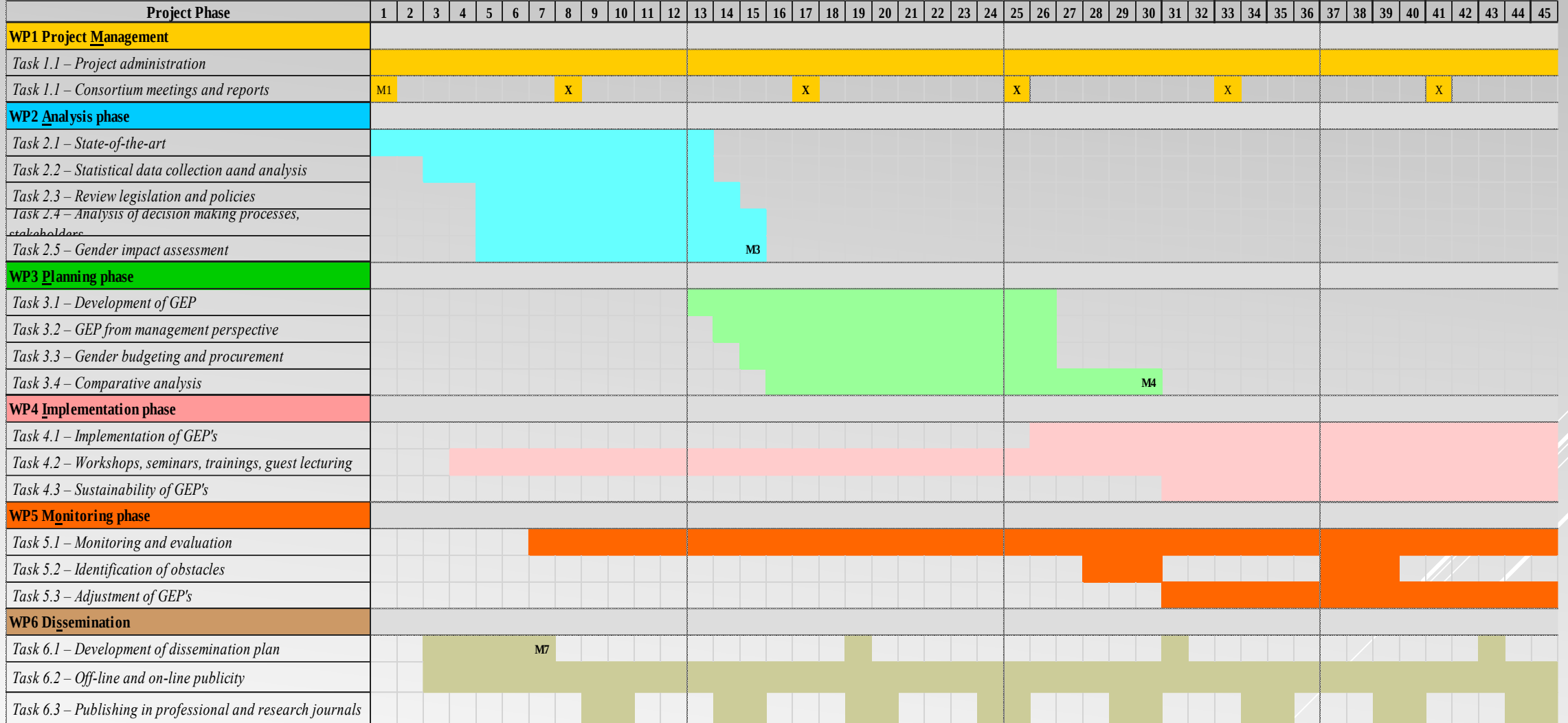
The developed WBS of the project is used for planning time

- Assign time for implementation starting with lowest level tasks
- Continue in the same way to the top of the structure
- At the end you will have the time for implementation of all tasks and activities of the project
- Determine the order of implementation and dependencies of task and activities

The project time schedule is combining all of the above and is graphically presented with Gant Charts. Horizontally presents the activities and the tasks with their time for implementation, and vertically presents the dependencies between the activities and the tasks.

This is the detailed time schedule of the project and is a official document of the project it is updated version of the initial time frame developed during initiation phase

Sample project Gant Chart



PLANNING RESOURCES

The WBS is used in the same manner for planning resources as for planning time of the project.

For each task:

- Assign materials needed to be implemented
- Assign personnel needed to be implemented
- Assign equipment needed to be implemented

The combined resources assigned to all task is the sum of resources for the project.

PLANNING COSTS

Resource planning is the base for planning the costs of the project or budgeting.

Initial budgeting is done by assigning costs estimation for all of the planned resources of the project – materials, equipment, salaries for personnel.

There is different types of budgets depending of the scope of the project.

For small project combined budgets are used - divided in several groups combining the same costs for all activities.

For large scope projects combined budgeted is used to present the total costs of the project, but each cost group is presented in separate detailed budget:

- Materials costs budget
- Personnel costs budget
- Equipment budget
- Secondments budget
- Rentals budget
- Training budget

Costs planning is finalized with the preparation of cost schedule for the amounts needed for each stage of the project and appointing from what financial source they will be provided.

PLANNING RISK

The achievement of project objectives is always a subject to influences beyond project team's direct control - risks. It is therefore important to evaluate this 'external' environment to identify the possible risks for the project.

Steps to be taken:

- Define possible risks for the project
- Qualification of the risks (risk evaluation matrix)
 - possibility
 - Influence on the project
- Prioritise risks
- Create risk register
- Possible actions
 - Elimination of the risk
 - Risk mitigation
 - Risk distribution
 - Withstanding the risk
- Design action plans
- Design risk monitoring plan

RISK EVALUATION MATRIX

	Points	Risk evaluation
Risk probability	0	Risk is already passed
	1	Very low probability
	2	Low probability
	3	Moderate probability
	4	High probability
	5	It will surely happen
Influence on the project	0	No influence
	1	One of the activities might be influenced but it will not affect the implementation of the project.
	2	Acheiving one of the project results will be difficult but it will not affect the implementation of the project.
	3	It will affect one stage of the project but overall implementation is possible
	4	The overall implementation of the project can be affected
	5	The Project can't be implemented

A large crowd of people is gathered at a night concert. In the background, a stage is lit up with bright lights, and a performer is visible. The crowd is dense and fills the foreground and middle ground. The overall atmosphere is vibrant and energetic.

Thank you

RESIST 