

Week 2 Lecture

Project Management Planning 1 and Leadership/Negotiation Discussion

This week we will focus on the three PMP baselines. The project management plan (PMP) contains three baselines namely the scope baseline, schedule baseline, and the cost baseline (Project Management Institute, 2017, Develop Project Management Plan, pp. 86-87). These three baselines are the foundation of the PMP. The project charter is the major input into the three PMP baselines.

Scope Baseline

The scope process involves collecting requirements, prioritizing those requirements, and agreeing on the project deliverables. The scope contains the detailed description of the project deliverables (PMI, 2017, Section 5.3, p. 150).

The scope also includes a work breakdown structure (WBS) which is the means to organize the tasks in a hierarchical fashion. The WBS is a process of decomposing the work of a project into manageable pieces. For example, suppose your family desires to plan a trip. A WBS may appear as follows in Figure 2 (Kloppenborg, Anantatmula, & Wells, 2019, Section 7.6, Figure 7.15):

Figure 2. Sample Breakdown Structure

1. Family Trip
 2. Destination
 - 1.1 Discuss with family
 - 1.2 Select destination
 2. Four Star Hotel
 - 2.1 Select Hotel
 - 2.2 Book hotel room
 - 2.3 Pay for hotel room
3. Airline
 - 3.1 Select airline

3.2 Book flight

3.3 Pay for flight

4. Packing

4.1 Put clothes in suit cases

4.2 Weigh suit cases – if over 50 pounds try to repack

The scope management plan also includes the process to handle change control. For example, if someone in the family wanted to change the destination after the hotel and flights were booked then it is likely that this suggestion would need to be reviewed carefully given that the schedule and the budget will be exceeded.

Schedule Baseline

The schedule provides an important means to track the progress of the project through time. A schedule builds on the WBS. Once the intermediate and sub tasks are known, project durations can be assigned to each task or assign start and end dates. The schedule also shows the relationship between the tasks. For example, before one can book a hotel the destination must be selected. On the other hand, the hotel and flight may be booked at the same time. The schedule also provides an indication of the critical path and shows how resources are allocated. Ultimately once the project schedule details are created a software package such as MS Project 2016 provides a useful tool to track project progress against the schedule baseline.

Cost Baseline

The final baseline includes costs for each intermediate task and sub task. The cost baseline is compared to actual costs as the project proceeds. For example, perhaps the family trip may cost \$2,000. Suppose the planned cost for the hotel is \$500. However, the family finds that they can get a hotel for \$300. This is a good sign that the project may come in under \$2,000. It is important to track the costs as each task is completed.

Leadership

At this point in the project there are likely several scenarios that may play out. First, line managers may be unwilling to release good people to work on the project. Second, once the team comes together there may be differences about how to proceed or behavioral issues. Third, stakeholders may also ask start asking for new features not anticipated when the charter was developed.

Learning Activity: Can you think of other leadership issues that may surface?

Kloppenborg, et al. (2019) explain a six-step process to address conflicts (Section 5-5b, p. 163). Before attempting to resolve the conflict research the issue. Not only understand the conflict but search for sources that have faced the same conflict in the past. Learn what you can that may help resolve the issue.

References

Kloppenborg, T. J., Anantatmula, V., & Wells, K. N. (2019). *Contemporary Project Management* (4th ed.). Boston: Cengage.

Project Management Institute (PMI). (2017). *A guide to project management body of knowledge* (PMBOK Guide) (6th ed.). Newtown Square, PA: PMI.