



COURSE OUTLINE

Integrated Master Scheduling (IMS)- PART 1

I. INTRODUCTION

1 Subsection:

- A. **Introduction** – Subject of this course and its learning objectives

2. WORKSCOPE DEFINITION

4 Subsections:

- A. **Workscope Definition Review** – The process of translating textual (verbal or written) information into discrete project tasks
- B. **Problem** – Definition of detail activities from script
- C. **Anecdote** – The pitfalls of Top-down planning

3. MODEL DEVELOPMENT

6 Subsections:

- A. **Model Development Review** – Taking workscope information and developing a properly structured project model
- B. **Problem** – Definition of a project model from scripted information
- C. **Anecdote** – “Ole Joe” An interview to build a project plan

4. TIME ANALYSIS

6 Subsections:

- A. **Time Analysis Review** – The forward pass, the backward pass, and float calculation- what these each are as standalone processes and how to use them collectively – their use and value as project management tools
- B. **Problem** – Conduct forward & backward passes as well as TF Calculation – Analyze resulting information
- C. **Anecdote 2** – Finding the project’s critical path or is it paths?

5. MILESTONES / EVENTS

3 Subsections:

- A. **Milestones / Events Review** – Milestones and all of their applications in project planning and management along with how to properly inject them into the project model
- B. **Problem** – Adding milestones to the project model

6. SCHEDULE RECONCILIATION & BASELINING

6 Subsections:

- A. **Schedule Reconciliation & Baseline Review** – The methodology and disciplines of resolving float problems – proactively addressing project problems and obstacles that lie in the future
- B. **Problem** – Reconciling the model, and baselining

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7. CHANGE & STATUS

6 Subsections:

- A. **Change and Status Review** – Properly adding status to the project model, analyzing this information for performance measurement, and resolving issues with schedule and float (performance management)
- B. **Problem** – Status the project and analyze the impact

8. THE PRIMARY OBSTACLES TO EFFECTIVE AND EFFICIENT PROJECT PLANNING AND PROGRAM CONTROL

5 Subsections:

- A. **Intro & Apathy**
- B. **Ego**
- C. **Fear**
- D. **Ignorance**
- E. **PM Software**

9. SUMMARY / CONCLUSIONS

2 Subsections:

- A. **Summary and Conclusions** – The lessons of the course in review and a forward to the final course in the series
- B. **30 years of practical experience** – An essay of lessons learned over 30 years of practical experience in project planning and program control environments