



ANSWERS TO READING GUIDE

PRACTICE STANDARD FOR SCHEDULING

DESCRIPTION

This document summarizes the answers to the reading guide for the *Practice Standard for Scheduling*, so that students can evaluate their work by comparing their answers to the ones in this document.

QUESTIONS AND ANSWERS

1. What is the purpose of this document? How should it be used?
The purpose of this document is to establish guidelines for the effective use of Time Management processes for a project by providing knowledge about the creation of schedule models. It expands the information presented in Chapter 6 of the *PMBOK* guide.
2. How should an activities list be written? What elements should be included in an activities list? Provide at least three examples.
The activities list should describe 100% of the work required to complete the project, and it typically shows the activity description and activity identifier. The description for each activity starts with a verb and contains a unique, specific object. Adjectives may be helpful to clarify ambiguities. Some examples could include things like the following: pour the east wall foundation from x to y, or review Chapter Three on terminologies.
3. What attributes should an activity have? List the main characteristics of a well-designed activity according to the best practices.
The attributes that an activity should have are as follows: activity codes, predecessor activities, successor activities, logical relationships, leads and lags, resource requirements, imposed dates, constraints, and assumptions.
According to best practices, the characteristics of a well-designed activity include the following:
 - The activity is a measurable and discrete element (or block) of work that is a tangible element of the project scope.



- A single person is responsible for the performance of the activity and that same person will be the one reporting the progress of the activity.
 - The description for each activity starts with a verb and contains a unique, specific object.
 - The work represented by an activity, once started, should be able to be executed to completion without interruption.
4. How is the duration of an activity determined? What factors should be considered when activity duration is calculated? Explain.
- The duration is an estimate of how long it will take to accomplish the work involved in the activity. The factors to be considered when activity duration is calculated are the resources available to accomplish the activity and the productivity of those resources.
5. Why should a schedule baseline be created?
- A schedule baseline is created because it is used as the benchmark against which project performance is measured. It is a generally accepted practice that every project has a baseline schedule model in place before the execution of the project work. Once the baseline has been approved through formal procedures, reports are distributed in accordance with the project's communication plan and changes to the baseline are monitored and controlled through the Integrated Change Control process.
6. Explain the steps involved in the Schedule Maintenance process.
- The steps involved in maintaining the schedule at each status/update are as follows:
- Collect actual and remaining work
 - Update and progress the schedule model according to the actual status
 - Compare and resolve any deviation
 - Update the schedule model with the approved changes
 - Update the baseline schedule model
 - Communicate through reports
 - Maintain the records
7. How is the time scale determined for a schedule? What are the best practices?
- The time scale for a project is determined based on the frequency of the control processes and the level of detail needed in the activities. Most of the time, activity time scales will remain consistent throughout the project.
8. How many types of relationships are used to sequence activities? Explain each one of them.
- There are four types of relationships used to sequence activities.
- Finish to start: the initiation of the successor activity depends upon the completion of the predecessor activity.
 - Finish to finish: the completion of the successor activity depends upon the completion of the predecessor activity.



UCI

Universidad para la

- Start to start: the initiation of the successor activity depends upon the initiation of the predecessor activity.
- Start to finish: the completion of the successor activity depends upon the initiation of the predecessor activity.

9. How is the schedule model created?

The schedule model is created by doing the following:

- Define Milestones
- Define Activities
- Sequence Activities
- Estimate Activity Resources
- Develop Schedule
- Analyze Schedule Model Output
- Approve the Schedule Model

10. What is slack/float? How are the different types of slack/float calculated?

The float is the amount of schedule flexibility. The float is calculated by comparing the early and late finish dates.

- Total float is calculated by subtracting the early finish date from the late finish date (or the early start from the late start). Negative total float means the dates are not feasible without changing the plan.
- Free float is calculated by subtracting the early finish date of the activity from the early start date of the earliest of its successors. Free float is never a negative value.