Match the elements of a project plan in the box to the descriptions below and on the opposite page. Two are given.

Aim of the project Dependencies Management structure ~~Milestones~~ Outputs Quality criteria ~~Resources~~ Risks Scheduling Tolerances

1 ....: What do you want to do or produce (e.g. upgrade the IT structure in a department)?

2 ....: What do you need to deliver in order to achieve your aim (e.g. a new software system or a new building)?

3 ....: The level of quality needs to be defined, together with the stakeholders.

4 Resources: These include staff, particular knowledge or skills, money and time. Some tasks can't be hurried along by throwing more money at the problem, e.g. delivery times or the time needed for concrete to set on a building project.

5 ....: How are you going to manage the work? Who will be the decision-makers for different types of work? How will you share progress on the project? How will the project manager report to the project sponsor(s)?

6 Milestones: It makes sense to break up any project into discrete chunks, with a sensible deadline for each main task. On an IT project, this may include gathering requirements, tender writing, project tendering, contract negotiation, deployment and testing.

7 ....: In terms of finance, these may be +/−5 per cent; in terms of time, +/−10 per cent, or in terms of quality, to what extent are you prepared to accept changes in quality?

8 ....: What needs to happen before something else? These can sometimes be internal (under the project manager's control) or external (beyond the project manager's control).

9 ....: What could go wrong? What could damage your ability to deliver? Is there anything you can do to avoid these?

10 ....: This is the Gantt-style chart that many people visualise when a project plan is mentioned. In this way, you can describe what you can expect to happen when. It will provide a general overview of the project. But you cannot make a perfect one.