COMPETING PROJECT CONSTRAINTS
At the end of this training, our goal is for you to:

- Be able to name the competing project constraints
- Be able to describe why they are competing
- Be able to explain why there is a need to balance them
Overview

Scope
Quality
Risk
Schedule
Budget
Resources
Etc.
Scope Overview

Refers to the sum of the product, services and result to be provided as a project

Scope can be defined as the goal of the overall project, what it is supposed to achieve
Change in Scope

If scope is changed:
- Time is not changed
  - Cost increases
  - Time increases
  - Quality decreases
Quality Overview

Refers to a degree to which a set of inherent characteristics fulfills Requirements

Compromised when the project scope, time & cost change or are arbitrarily imposed

Affects the customer satisfaction
Schedule overview

**Schedule** Refers to the planned dates for performing schedule activities & planned dates for meeting schedule milestones

While creating a project schedule you need to consider:

- Effort required to do the work
- Availability of the team
- Dependencies to other projects
Change in Schedule

- If Time is reduced
- Scope or Quality has to be reduced
- Due to scope change

- Time
- Cost

www.pmtutor.org

Powered by POeT Solvers Limited
Budget Overview

- Refers to the approved estimate for the project or any breakdown structure component or any schedule activity

- May influence the make-or-buy decisions

- Costs spent on the project should be looked at as investments which deliver a business relevant outcome
Change in Budget

If budget is reduced

Scope of deliverables is reduced

Due to scope change

Budget

Time
Resource Overview

Refers to the skilled human resources, equipment, services, supplies, commodities, material, budget or funds

Important resources that PMs have to plan & manage on day-to-day basis are:

- People
- Equipment
- Materials
- Working Capital
Resource Availability - Impact

If resources are available in abundance: Project accelerated to achieve shorter project duration

If resources are severely limited: Delay in the project completion time

If resources are readily available & excess premiums are not incurred to use them on the project, then project cost should be low.
Risk Overview

Risk refers to an uncertain event or condition that, if occurs has a positive or negative effect on a project's objective.

Risk – Example

• Key person with specialist skills is required to work on several projects

• If one project overruns:

  – Key person has to work on several projects at the same time

  – Other projects will be delayed
Risk Overview

If risk is not considered or anticipated, then the project scope, cost, time, quality and/or other constraints will be impacted.
Competing Project Constraints

All these project constraints will always be competing with each other

• If team decides to enlarge the project scope:
  – Schedule & budget will become larger

• If schedule constrain is high
  – Scope reduces

• If budget is tightened
  – Scope reduces or quality reduces
Project Constraints - Relationship

- Scope
- Quality
- Schedule
- Resources
- Risks
- Budget
Examples

• You are asked a question based on the following schedule:
  – Project is way behind schedule
  – No extra resources available
  – You have to implement all planned features

• What will you do to meet deadline?
  – You should be allotted more funds to hire human resources
  – Scope of the project should be changed
Project Constraints – Change

Most projects fail when one of the constraints changes & appropriate adjustments are not made to other constraints.
What creates challenges?

Differing ideas of project stakeholders

Changing the project requirements
Who deals with the constraints?

- Project Manager
- Project Management Team
Awareness

Awareness of the Competing project Constraints

• Helps evaluate competing project demands

• Focuses effort to the most important priority

• Ensures everyone working on the project share the same goals
PM's Responsibility

Balance the competing demands for the Project Constraints

Provide the sponsor with the information on all corners of the Project Constraints
Successful Project

According to the *PMBOK® Guide*

• High quality projects deliver the required product, service or result within these project constraints

Successful Project

• Provides business value & allocates project team members & company resources on what’s most important