BLACKBIRD FOR TRAINING

Project Scheduling and Time Management

23 – 27 November 2026
Kigali (Rwanda)



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Introduction

Effective project scheduling and time management are essential to successful project delivery. A well-developed schedule provides a clear roadmap for project activities, resources, milestones, and deadlines, while effective time management helps project teams maintain progress and respond to delays and changes.

Poor scheduling can lead to missed deadlines, cost overruns, resource conflicts, inefficient workflows, and increased pressure on project teams. Project professionals therefore need practical skills to develop realistic schedules, monitor progress, identify potential delays, and take corrective action.

This **1-week intermediate-level course** provides participants with practical knowledge and techniques for planning, developing, monitoring, and controlling project schedules. It covers activity definition and sequencing, duration estimation, scheduling techniques, critical path analysis, resource allocation, schedule monitoring, delay management, and schedule optimization.

The course is designed for professionals who have basic knowledge or experience in project management and want to strengthen their skills in **project scheduling, time planning, and schedule control**.

Course Objectives

By the end of this course, participants will be able to:



- Understand the principles of project scheduling and time management.
- Develop a structured list of project activities and time requirements.
- Identify and sequence project activities based on their dependencies.
- Estimate activity durations and required resources.
- Develop realistic and achievable project schedules.
- Understand and apply Critical Path techniques.
- Identify critical activities and schedule flexibility.
- Develop and monitor project milestones.
- Allocate resources according to schedule requirements.
- Monitor actual project progress against the approved baseline schedule.
- Identify schedule variances and causes of delays.
- Apply techniques for managing and recovering project delays.
- Manage changes that affect the project schedule.
- Improve schedule reporting and communication with stakeholders.

Course Outline

Day 1 - Fundamentals of Project Planning and Scheduling

- Introduction to Project Scheduling and Time Management
- The Importance of Scheduling in Project Success
- Relationship Between Project Scope, Time and Resources
- The Project Scheduling Lifecycle
- Defining Project Activities
- Breaking Project Scope into Manageable Activities
- Identifying Project Milestones
- Establishing Activity Dependencies
- Types of Relationships Between Activities
- Introduction to Network Diagrams
- Common Project Scheduling Challenges

Day 2 - Duration Estimation and Schedule Development



- Estimating Activity Durations
- Time and Effort Estimation Techniques
- Estimating Required Resources
- Sequencing Project Activities
- Developing Project Network Diagrams
- Creating the Project Schedule
- Using Gantt Charts
- Establishing Start and Finish Dates
- Identifying Key Milestones and Deliverables
- Managing Schedule Constraints
- Reviewing Schedule Feasibility
- Improving the Schedule Before Approval

Day 3 - Critical Path and Resource Management

- Understanding the Critical Path
- Identifying Critical Activities
- Calculating Schedule Float
- Critical Path Analysis
- Identifying Activities That Affect Project Completion
- Resource Management Within the Project Schedule
- Resource Allocation
- Managing Resource Conflicts
- Resource Leveling
- The Impact of Resource Availability on the Schedule
- Managing Dependencies Between Activities and Projects
- Optimizing Resource and Time Utilization

Day 4 - Schedule Monitoring and Delay Control



- Establishing the Schedule Baseline
- Monitoring Project Progress
- Comparing Actual Performance with Planned Performance
- Identifying Schedule Variances
- Analyzing the Causes of Delays
- Monitoring Project Milestones
- Time-Based Performance Indicators
- Schedule Reporting
- Managing Changes Affecting the Schedule
- Managing Unexpected Delays and Issues
- Corrective and Preventive Actions
- Communicating Schedule Delays to Stakeholders

Day 5 - Schedule Optimization and Practical Application

- Schedule Optimization Techniques
- Schedule Compression Techniques
- Accelerating Project Activities When Required
- Evaluating Options for Reducing Project Duration
- Balancing Time, Cost and Resources
- Rescheduling Delayed Activities
- Managing Alternative Schedule Scenarios
- Continuous Schedule Improvement
- Lessons Learned from Schedule Performance
- Developing a Practical Project Time Management Plan
- Practical Project Scheduling Exercise
- Building and Reviewing a Project Schedule
- Course Review and Key Takeaways

Why Attend This Course? Wins & Losses!

Your Wins

Participants will gain the ability to:



- **Plan more effectively** - Develop realistic and achievable project schedules.
- **Improve time control** - Monitor project progress and identify variances early.
- **Reduce delays** - Identify the causes of schedule delays and take appropriate action.
- **Optimize resources** - Better align resource availability with project requirements.
- **Understand the Critical Path** - Identify activities that directly affect project completion.
- **Make faster decisions** - Evaluate schedule recovery and compression options.
- **Improve reporting** - Provide clear and accurate schedule information to management and stakeholders.
- **Improve project delivery** - Increase the likelihood of completing projects on time.

Potential Losses Without Effective Schedule Management

Projects may experience:

- Missed project deadlines
- Increased project costs
- Poor resource allocation
- Conflicts between activities and project teams
- Unclear priorities
- Difficulty identifying the causes of delays
- Significant knock-on effects from delayed activities
- Increased pressure on project teams
- Poor visibility of the expected completion date
- Failure to achieve project objectives on time

Conclusion

Effective project scheduling enables organizations to transform project plans into a **clear, measurable, and controllable timeline**, while providing project teams with the ability to respond effectively to changes, delays, and resource constraints.

This intermediate-level course provides practical techniques for defining and sequencing activities, estimating durations, developing schedules, analyzing the Critical Path, managing resources, monitoring performance, and controlling delays.

By the end of the programme, participants will be better equipped to **develop effective project schedules, monitor project progress, manage schedule variances, optimize resources, and take appropriate corrective actions to support timely project completion**.

Frequently Asked Questions FAQ



1. Who is this course designed for?

The course is suitable for Project Managers, Project Coordinators, Project Team Members, PMO professionals, Project Planners, and professionals involved in project planning, execution, monitoring, and coordination.

2. Is this an advanced course?

No. This is designed as an **Intermediate-Level** programme. Participants should ideally have basic knowledge or previous experience in project management.

3. Do I need to be a Project Manager to attend?

No. The course is also suitable for professionals involved in project planning, execution, coordination, monitoring, and resource management.

4. Will participants learn how to develop a project schedule?

Yes. The course covers the complete process of developing a project schedule, from identifying and sequencing activities to estimating durations, establishing milestones, and developing the baseline schedule.

5. Does the course cover Critical Path analysis?

Yes. Participants will learn the fundamentals of **Critical Path analysis**, including identifying critical activities, calculating float, and understanding their impact on the project completion date.

6. Does the course cover project delays?

Yes. The programme covers schedule variance identification, delay analysis, corrective actions, rescheduling, and schedule compression techniques.

7. Is the course practical?

Yes. The course includes practical examples, scheduling techniques, applications, and a practical exercise focused on developing and reviewing a project schedule.

8. What will participants be able to do after completing the course?

Participants will be able to **plan project activities, develop and monitor project schedules, analyze the Critical Path, manage resources, identify and control delays, and take appropriate actions to keep projects on schedule**.

