

PROJECT PLANNING AND CONTROL TRAINING IN THE PHILIPPINES

PLAN IT. CONTROL IT. DELIVER IT.

Practical Project Scope, Work Breakdown, Scheduling, Resource Planning, Risk Management, Progress Monitoring, Variance Control, and Recovery Planning

TRAINING OVERVIEW

Many projects do not fail because employees lack effort.

They fail because the project was never planned clearly enough to be controlled effectively.

A team may receive a project and immediately start working:

- Meetings are scheduled;
- tasks are assigned;
- emails are exchanged;
- suppliers are contacted;
- documents are prepared;
- requests are submitted; and
- employees become busy.

But when management asks:

“Are we actually on schedule?”

the answer may be unclear.

When asked:

“Which activities are already delayed?”

the team may need to check several spreadsheets, chats, and email threads.

When asked:

“What is causing the delay?”

different people may provide different explanations.

And when asked:

“What are we doing to recover?”

the response may be:

“We're following up.”

That is not project control.

Effective project control begins with effective project planning.

A project cannot be meaningfully monitored when there is no clear baseline for:

- Scope;
- deliverables;
- activities;
- milestones;
- responsibilities;
- schedule;
- dependencies;
- resources;
- risks;
- costs where applicable; and
- expected performance.

Similarly, a detailed plan has limited value when nobody regularly:

- Measures progress;
- compares actual results against the plan;
- identifies variance;
- forecasts likely completion;
- analyzes causes of delay;
- resolves issues;
- manages changes;
- updates risks;
- escalates decisions;
- establishes corrective actions; or
- holds owners accountable.

Plan It. Control It. Deliver It.: Project Planning and Control Training in the Philippines equips project managers, project coordinators, functional managers, supervisors, engineers, technical professionals, PMO personnel, and employees involved in organizational projects with practical techniques for converting project objectives into realistic plans and then controlling execution against those plans.

Participants learn how to:

- Clarify project objectives and success criteria;
- define project scope;
- identify deliverables;
- develop a Work Breakdown Structure;
- organize activities;
- establish project milestones;
- sequence work logically;
- identify dependencies;
- estimate activity duration;
- develop a practical project schedule;
- assign responsibilities;

- identify resource requirements;
- establish a project baseline;
- identify project risks;
- monitor actual progress;
- distinguish progress from activity;
- detect schedule slippage;
- compare planned versus actual performance;
- identify project variances;
- determine root causes;
- forecast completion;
- control changes;
- manage issues;
- develop corrective and recovery actions;
- communicate project status;
- escalate significant problems;
- update plans appropriately; and
- maintain accountability until completion.

The program introduces the **MSS P.A.C.E. Project Planning and Control Framework**:

- **P — Pinpoint the Project Outcomes, Scope, Deliverables, and Success Criteria**
- **A — Arrange the Work, Schedule, Resources, Responsibilities, and Risks**
- **C — Check Actual Performance, Variances, Changes, Issues, and Forecasts**
- **E — Execute Corrective Actions, Escalate Decisions, and Enable Recovery**

Following MSS Corporation's **EnterTRAINment** methodology, this **Training on Project Planning and Control in the Philippines** minimizes lecture-heavy instruction. Participants build project plans, create schedules, identify dependencies, establish baselines, analyze progress data, diagnose delays, evaluate change requests, prepare recovery actions, and develop project-control tools they can apply immediately.

The program may be customized according to the client's:

- Industry;
- project types;
- current project-management practices;
- templates;
- PMO requirements;
- scheduling tools;
- reporting formats;
- approval processes;
- project governance;
- resource-management practices;
- cost controls;
- risk methodology;
- actual anonymized projects; and

- recurring project-delay concerns.

TRAINING GOAL

To equip participants with the practical planning, scheduling, resource-management, risk-management, monitoring, variance-analysis, change-control, problem-solving, reporting, and recovery-planning skills needed to establish realistic project baselines and keep projects under effective control throughout execution.

TRAINING OBJECTIVES

By the end of the program, participants should be able to:

1. **Explain** the relationship between project planning, monitoring, and control;
2. **Differentiate** project objectives, deliverables, activities, milestones, and performance measures;
3. **Apply** the MSS P.A.C.E. Project Planning and Control Framework;
4. **Clarify** the project purpose, required outcomes, scope, assumptions, constraints, and success criteria;
5. **Develop** a practical Work Breakdown Structure for a project;
6. **Break down** major deliverables into manageable work packages and activities;
7. **Sequence** project activities logically;
8. **Identify** internal and external dependencies;
9. **Estimate** reasonable activity durations;
10. **Establish** meaningful project milestones;
11. **Develop** a practical project schedule or Gantt-style work plan;
12. **Assign** clear responsibilities and accountable owners;
13. **Identify** required people, equipment, materials, budget, information, and other resources;
14. **Recognize** resource conflicts and capacity constraints;
15. **Identify** major project risks and preventive actions;
16. **Establish** a practical project baseline against which actual performance can be compared;
17. **Measure** project progress using deliverables, milestones, dates, completion evidence, and other relevant indicators;
18. **Differentiate** real progress from reported activity;
19. **Compare** planned versus actual project performance;
20. **Identify** schedule, resource, scope, quality, and cost variances where applicable;
21. **Recognize** early warning signs of project slippage;
22. **Analyze** the causes and impacts of project delays;
23. **Forecast** likely completion based on current performance;
24. **Manage** project risks, issues, changes, and dependencies systematically;
25. **Evaluate** the effect of requested project changes before approval;
26. **Develop** corrective, preventive, and recovery actions;
27. **Prepare** concise project-status reports and dashboards;
28. **Escalate** significant project problems using facts, impacts, options, and recommendations;
29. **Strengthen** project-team accountability through clear actions, owners, deadlines, and follow-through; and

30. **Develop** a practical Project Planning and Control Plan for workplace application.

LEARNING DOMAINS ADDRESSED

Cognitive Domain

Participants understand project planning, work breakdown, scheduling, dependencies, resource requirements, risk, baselines, performance measurement, variance, forecasting, change control, corrective action, and recovery planning.

Affective Domain

Participants strengthen discipline, foresight, accountability, objectivity, ownership, collaboration, responsiveness, and results orientation.

Psychomotor and Behavioral Domain

Participants practice developing project plans, schedules, risk registers, responsibility matrices, status dashboards, variance analyses, corrective-action plans, and recovery schedules.

FROM POINT A TO POINT B

Point A: Before the Training

Participants may:

- Start projects before objectives are sufficiently clear;
- confuse activities with deliverables;
- plan only at a high level;
- create unrealistic deadlines;
- fail to identify dependencies;
- assign multiple tasks to employees without considering capacity;
- use schedules that contain dates but no real logic;
- fail to establish clear milestones;
- assign activities without accountable owners;
- overlook risks;
- consider the original project plan optional once execution begins;
- report percentage completion without evidence;
- measure activity rather than accomplishment;
- discover delays close to deadlines;
- accept repeated schedule movement without analysis;
- maintain several inconsistent project trackers;
- fail to control changes;
- allow additional requirements to enter informally;
- confuse risks with current issues;

- hold meetings that merely collect updates;
- escalate problems without recommendations;
- update deadlines instead of recovering performance;
- fail to forecast future delay;
- rely heavily on “follow-up” as the primary control mechanism;
- lack clear corrective actions; or
- finish projects through last-minute effort.

Point B: After the Training

Participants should be better able to:

- Clarify project outcomes before detailed planning;
- define project scope;
- convert deliverables into manageable work;
- sequence activities logically;
- identify dependencies;
- establish realistic durations;
- define milestones;
- assign accountable owners;
- identify resource requirements;
- recognize capacity conflicts;
- anticipate risks;
- establish a usable project baseline;
- measure actual progress objectively;
- compare planned versus actual performance;
- identify variance early;
- distinguish symptoms from causes;
- forecast likely completion;
- manage risks and issues systematically;
- control project changes;
- develop corrective actions;
- create recovery plans;
- communicate meaningful project status;
- escalate decisions appropriately;
- maintain accountability;
- update plans without losing control; and
- improve project predictability and delivery performance.

ORGANIZATIONAL CHALLENGES ADDRESSED

This **Project Planning Training in the Philippines** and **Project Control Training in the Philippines** may help organizations address:

- Projects beginning without complete planning;
- unclear project outcomes;
- poorly defined scope;
- unrealistic deadlines;
- projects with no documented baseline;
- incomplete Work Breakdown Structures;
- weak activity sequencing;
- overlooked dependencies;
- competing resource requirements;
- overloaded employees;
- unclear project ownership;
- unclear milestones;
- tasks repeatedly carried forward;
- status reports that show activity but not results;
- percentage-complete estimates based on opinion;
- delays discovered too late;
- management receiving inaccurate project updates;
- repeated deadline extensions;
- uncontrolled scope changes;
- risk registers created but not actively managed;
- issue logs without resolution;
- different departments maintaining different project schedules;
- ineffective project meetings;
- unresolved decision bottlenecks;
- project managers spending excessive time following up;
- lack of corrective-action planning;
- insufficient project forecasting;
- weak recovery planning;
- project teams reacting rather than controlling; or
- organizations seeking more disciplined project execution.

WHAT PROJECT PLANNING MEANS

Project planning is the process of translating a desired project outcome into an organized, realistic, and actionable roadmap.

Effective project planning answers questions such as:

- What are we trying to accomplish?
- What must be delivered?
- What work is required?
- Who is responsible?
- In what sequence should the work happen?
- When should it happen?
- What depends on what?
- What resources are required?
- What could go wrong?
- What decisions are required?
- How will progress be measured?
- What will determine successful completion?

A project plan is not merely a list of tasks.

It is the **basis for coordination, accountability, monitoring, and control.**

WHAT PROJECT CONTROL MEANS

Project control is the disciplined process of:

1. Establishing a project baseline;
2. measuring actual performance;
3. comparing actual results against the plan;
4. identifying variance;
5. analyzing causes and impact;
6. forecasting likely future performance;
7. determining corrective or preventive action;
8. managing changes;
9. assigning actions and decisions;
10. following through until performance returns to acceptable levels.

Project control is not synonymous with micromanagement.

It is about maintaining enough visibility to make timely and informed decisions.

PROJECT PLANNING VERSUS PROJECT CONTROL

Project Planning

Asks:

“What should happen?”

It establishes:

- Scope;
- deliverables;
- activities;
- sequence;
- responsibilities;
- dates;
- milestones;
- resources;
- risks;
- assumptions;
- baseline.

Project Control

Asks:

“What is actually happening, what is likely to happen next, and what must we do about it?”

It evaluates:

- Actual progress;
- delays;
- variance;
- risks;
- issues;
- changes;
- decisions;
- forecast;
- corrective actions;
- recovery.

Planning creates the reference point.

Control keeps execution aligned with that reference point.

PROJECT PLANNING VERSUS PROJECT SCHEDULING

These terms are related but not identical.

Project Planning

Includes:

- Scope;
- deliverables;
- work;

- resources;
- stakeholders;
- risks;
- responsibilities;
- quality expectations;
- schedule;
- control methods.

Project Scheduling

Focuses particularly on:

- Activities;
- sequence;
- dependencies;
- duration;
- start and finish dates;
- milestones;
- resource timing.

Scheduling is therefore **one important component of project planning**.

PROJECT MONITORING VERSUS PROJECT CONTROL

Monitoring

Answers:

“What is happening?”

It gathers information about:

- Progress;
- completion;
- delays;
- issues;
- risks;
- resource use.

Control

Answers:

“What should we do because of what is happening?”

Control requires decisions and action.

Monitoring without corrective action is observation.

Project control converts information into intervention.

THE MSS P.A.C.E. PROJECT PLANNING AND CONTROL FRAMEWORK

P — PINPOINT THE PROJECT OUTCOMES, SCOPE, DELIVERABLES, AND SUCCESS CRITERIA

Planning begins by clarifying what the project is expected to accomplish.

Participants identify:

- Business need;
- project objective;
- expected outcome;
- deliverables;
- scope;
- exclusions;
- assumptions;
- constraints;
- key stakeholders;
- acceptance requirements;
- success indicators.

CLARIFYING PROJECT OUTCOMES

Weak project objective:

“Improve inventory management.”

Stronger objective:

“Design and implement a standardized inventory-control process for the main warehouse by November 30 that establishes receiving, issuance, stock-count, discrepancy, and reporting controls.”

The stronger statement clarifies what is actually expected.

DEFINING PROJECT DELIVERABLES

Deliverables are tangible or verifiable project outputs.

Examples:

- Approved process;
- completed system;
- installed equipment;
- finished facility;

- training rollout;
- published manual;
- tested application;
- launched product;
- completed transition.

Deliverables should be clear enough for the team to determine:
“Is this actually complete?”

PROJECT SCOPE

A practical scope definition may clarify:

- What is included;
- what is excluded;
- departments involved;
- locations;
- systems;
- users;
- project period;
- assumptions;
- dependencies;
- constraints.

Scope clarity protects the schedule.

When scope expands, schedule and resource requirements usually change too.

PROJECT SUCCESS CRITERIA

Completion does not automatically mean success.

Success criteria may consider:

- Delivery date;
- required functionality;
- quality standards;
- budget;
- user acceptance;
- compliance;
- customer requirements;
- process performance;
- operational readiness.

A project team should know **before execution** what determines successful completion.

A — ARRANGE THE WORK, SCHEDULE, RESOURCES, RESPONSIBILITIES, AND RISKS

Once project outcomes are clear, participants convert them into an executable plan.

WORK BREAKDOWN STRUCTURE

A Work Breakdown Structure helps decompose a large project into manageable components.

A practical hierarchy may be:

PROJECT



Major Deliverables



Work Packages



Activities

The objective is to answer:

“What work must actually happen for this project to be completed?”

WHY WORK BREAKDOWN MATTERS

Without sufficient breakdown, a project plan may contain vague entries such as:

- Complete implementation;
- prepare marketing;
- develop system;
- handle logistics.

These are difficult to:

- Estimate;
- assign;
- schedule;
- monitor;
- control.

Breaking work into manageable components creates visibility and accountability.

SEQUENCING PROJECT ACTIVITIES

Not every activity can begin immediately.

Participants identify:

- Activities that can run simultaneously;
- activities that must happen sequentially;
- activities dependent on approvals;
- activities dependent on suppliers;
- activities dependent on another department;
- tasks whose delay affects later activities.

PROJECT DEPENDENCIES

Dependencies may be:

Internal

One internal activity depends on another.

External

Progress depends on:

- Vendor;
- customer;
- regulator;
- consultant;
- utility provider;
- landlord;
- third party.

Decision Dependencies

Work cannot continue until a decision or approval is made.

Dependencies should appear visibly in the project plan.

ESTIMATING ACTIVITY DURATION

Participants consider:

- Actual work required;
- employee availability;
- review cycles;

- approval time;
- waiting time;
- supplier lead time;
- dependencies;
- potential rework;
- known constraints.

A duration estimate should reflect reality, not simply management preference.

PROJECT MILESTONES

Milestones identify significant progress points.

Examples:

- Requirements approved;
- design completed;
- supplier selected;
- prototype accepted;
- testing completed;
- employees trained;
- system launched;
- project accepted.

Milestones allow management to understand progress without reviewing every individual activity.

RESOURCE PLANNING

Projects may require:

- People;
- budget;
- equipment;
- materials;
- information;
- systems;
- facilities;
- suppliers;
- consultants;
- leadership attention.
-

Resource planning asks:

“Do we actually have what the schedule assumes we have?”

RESOURCE CAPACITY AND CONFLICT

One employee may be assigned to:

- Routine operations;
- Project A;
- Project B;
- Project C.

Even if each schedule looks realistic independently, the combined workload may not be.

Participants learn to identify capacity conflicts before commitments become impossible.

PROJECT RESPONSIBILITY

Every major activity should identify:

- Accountable owner;
- required contributors;
- approving authority;
- dependencies;
- expected completion.

Responsibility should not be represented simply by:
“Team.”

If everyone is responsible, accountability may become unclear.

PROJECT RISK PLANNING

Before execution, participants identify:

- What could happen?
- How likely is it?
- How serious would the impact be?
- What can reduce the probability?
- What contingency is available?
- Who owns the risk?
- What warning sign should trigger action?

Examples:

- Supplier delay;
- key employee unavailability;

- approval delay;
- budget constraint;
- system failure;
- incomplete requirements;
- customer change;
- regulatory delay.

ESTABLISHING THE PROJECT BASELINE

A project baseline establishes the agreed reference against which actual performance will be monitored.

Depending on project complexity, this may include:

- Scope baseline;
- schedule baseline;
- cost baseline;
- milestone baseline;
- resource baseline.

The baseline answers:

“What did we originally agree should happen?”

Without a baseline, project control becomes subjective.

C — CHECK ACTUAL PERFORMANCE, VARIANCES, CHANGES, ISSUES, AND FORECASTS

Project control requires regular visibility.

Participants learn to monitor:

- Deliverables;
- milestones;
- schedule;
- actions;
- risks;
- issues;
- changes;
- decisions;
- resource concerns;
- quality problems;
- expenditures where applicable.

MEASURING REAL PROJECT PROGRESS

Avoid vague statements such as:

“We’re around 80% done.”

Ask:

- What deliverables are completed?
- Which milestones are achieved?
- What evidence confirms completion?
- What remains unfinished?
- Which activities are delayed?
- What is the forecast completion date?

Progress should be supported by evidence.

ACTIVITY VERSUS ACCOMPLISHMENT

A team may report:

- 12 meetings conducted;
- 35 emails sent;
- 8 suppliers followed up;
- 4 workshops completed.

These are activities.

Project control asks:

What did those activities actually produce?

Examples of accomplishment:

- Scope approved;
- vendor contracted;
- prototype completed;
- testing passed;
- users trained.

Projects should be managed through results, not busyness.

PLANNED VERSUS ACTUAL PERFORMANCE

A simple project-control review may compare:

Control Area	Planned	Actual	Variance	Required Action
Milestone	Aug. 15	Aug. 19	4 days late	Recovery action
Training	100 users	75 users	25 remaining	Add session
Budget	₱500,000	₱540,000	₱40,000 over	Review cause

The purpose is not merely to identify difference.

It is to determine:

What should we do about the difference?

PROJECT VARIANCE

Variance may involve:

Schedule Variance

Work is ahead of or behind plan.

Scope Variance

Actual work differs from approved scope.

Cost Variance

Actual spending differs from the approved baseline.

Quality Variance

Actual outputs fail to meet required standards.

Resource Variance

Required capacity differs from available capacity.

EARLY WARNING SIGNS OF PROJECT SLIPPAGE

Watch for:

- Missed intermediate dates;
- delayed approvals;
- unresolved dependencies;
- incomplete information;

- repeatedly postponed tasks;
- growing rework;
- increased overtime;
- resource conflicts;
- vendor uncertainty;
- recurring issues;
- new requirements;
- actions without owners;
- several consecutive “amber” statuses.

A project rarely becomes seriously delayed overnight.

There are usually warning signs.

PROJECT FORECASTING

Project control should not only ask:
“Where are we today?”

It should also ask:
“**Based on current performance, where are we likely to end?**”

Forecasting may consider:

- Remaining work;
- current completion rate;
- unresolved delays;
- dependencies;
- risks;
- available resources;
- recovery actions.

A project can still show an acceptable status today while clearly trending toward future delay.

PROJECT RISK VERSUS ISSUE

Risk

Something that **may happen**.

“The supplier may deliver late.”

Issue

Something that **has already happened**.

“The supplier confirmed a one-week delay.”

Risk management is preventive.

Issue management is corrective.

Both should be reviewed regularly.

PROJECT ISSUE CONTROL

For every significant issue, identify:

- Issue;
- cause;
- impact;
- owner;
- required action;
- deadline;
- escalation requirement;
- status.

Issue logs should not become cemeteries of unresolved problems.

Each important issue requires an action path.

PROJECT CHANGE CONTROL

Projects inevitably change.

The goal is not to prevent all changes.

The goal is to avoid **uncontrolled changes**.

Before accepting a significant change, assess:

1. What is requested?
2. Why is it needed?
3. What part of scope changes?
4. How does it affect the schedule?
5. What additional resources are required?

6. Does cost change?
7. Does risk change?
8. Does quality change?
9. Who must approve?
10. What baseline must be updated?

E — EXECUTE CORRECTIVE ACTIONS, ESCALATE DECISIONS, AND ENABLE RECOVERY

Control only creates value when information leads to action.

Participants learn to determine:

- What can be corrected within the team;
- what needs coordination;
- what requires additional resources;
- what requires a management decision;
- what must be escalated;
- what should be re-planned.

CORRECTIVE ACTION

Corrective action addresses an existing variance.

Example:

A critical design activity is five days late.

Possible corrective actions may include:

- Add resources;
- revise sequence;
- prioritize critical tasks;
- eliminate unnecessary work;
- resolve approval delays;
- extend working time where authorized;
- negotiate a delivery adjustment;
- fast-track selected activities;
- reduce rework.

PREVENTIVE ACTION

Preventive action addresses a developing risk before it creates a variance.

Example:

The supplier has not yet confirmed the scheduled delivery.

Preventive response:

- Escalate confirmation;
- identify an alternate supplier;
- adjust procurement timing;
- protect downstream activities.

PROJECT RECOVERY PLANNING

When the project is materially behind schedule, simply updating the deadline is not recovery.

A recovery plan should determine:

- What caused the delay?
- What work remains?
- Which activities are critical?
- What can run in parallel?
- What additional resources are available?
- What scope decisions are possible?
- What approval is needed?
- What risk does the recovery action create?
- What is the revised realistic forecast?

PROJECT ESCALATION

Weak escalation:

“We’re delayed because Finance hasn’t approved it.”

Stronger escalation:

“The equipment purchase is four working days behind because budget approval remains pending. Installation cannot begin until the purchase order is issued. If approval is not completed by Wednesday, testing moves into the following week. We recommend an expedited approval because the supplier has confirmed availability only until Friday.”

Effective escalation contains:

- Facts;
- variance;
- cause;
- impact;
- urgency;

**MSS SUCCESS SPACES**

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- options;
- recommendation;
- decision required.

PROJECT STATUS REPORTING

A practical project status report may show:

Overall Status

- Green;
- Amber;
- Red;

or another organization-approved status system.

Completed

Major accomplishments since the previous review.

Upcoming

Next milestones and deadlines.

Variances

Schedule, scope, cost, quality, or resource concerns.

Risks

Emerging future concerns.

Issues

Current problems requiring action.

Decisions Required

Management or stakeholder decisions.

Recovery Actions

Corrective actions and owners.

Forecast

Expected completion based on current conditions.

PROJECT CONTROL MEETINGS

A project-control meeting should focus on exceptions and decisions rather than having every person narrate everything they did.

A useful sequence is:

1. What milestones were due?
2. Which were achieved?
3. What is delayed?
4. Why?
5. What is the impact?
6. What issue or risk requires action?
7. What decision is required?
8. What corrective action will be taken?
9. Who owns it?
10. When is it due?

BASIC PROJECT PLANNING AND CONTROL TOOLS

Participants may use practical tools such as:

- Project Charter;
- Scope Statement;
- Work Breakdown Structure;
- Responsibility Matrix;
- Project Schedule;
- Milestone Plan;
- Resource Plan;
- Risk Register;
- Project Baseline;
- Progress Tracker;
- Variance Report;
- Issue Log;
- Change Log;
- Decision Log;
- Action Tracker;
- Project Status Dashboard;
- Corrective Action Plan; and
- Project Recovery Plan.

Tools should support control.

They should not become administrative work that consumes more effort than managing the project itself.

ONE-DAY PROJECT PLANNING AND CONTROL TRAINING OUTLINE

Time	Modules and Essential Topics	Major Activity and Participant Output
8:00 AM–10:00 AM	MODULE 1: DEFINE BEFORE YOU DESIGN—PROJECT OUTCOMES, SCOPE, DELIVERABLES, AND SUCCESS 1. Understanding Project Planning and Control • Planning versus scheduling, monitoring, and control • Why effective control begins with a clear baseline 2. Introducing the MSS P.A.C.E. Framework • Pinpoint, Arrange, Check, and Execute • Connecting planning decisions with project-control decisions 3. Clarifying Project Outcomes • Business need, objectives, deliverables, milestones, and success criteria • Distinguishing activity from accomplishment 4. Defining Project Scope • Inclusions, exclusions, assumptions, constraints, and acceptance • Preventing uncontrolled scope expansion 5. Establishing Planning Requirements • Stakeholders, accountability, approvals, and performance measures • Determining what must be controlled during execution	Major Activity: Project Planning Foundation Lab — Participants analyze or select a realistic project and define its objectives, deliverables, scope, success criteria, assumptions, constraints, and major control requirements. Major Output: Project Planning Charter and Scope-Control Map
10:00 AM–10:15 AM	MORNING BREAK	
10:15 AM–12:00 NN	MODULE 2: BUILD A CONTROLLABLE PLAN—WORK BREAKDOWN,	Major Activity: Build-the-Baseline Project Planning Workshop — Participants develop

Time	Modules and Essential Topics	Major Activity and Participant Output
	SCHEDULE, RESOURCES, RESPONSIBILITIES, AND RISKS 1. Developing the Work Breakdown Structure • Deliverables, work packages, activities, and manageable planning detail • Building enough visibility for accountability and control 2. Sequencing and Scheduling the Work • Dependencies, duration, start and finish dates, and parallel activities • Milestones and critical timing considerations 3. Assigning Responsibilities • Accountable owners, contributors, approvals, and decision points • Preventing activities from falling between departments 4. Planning Resources and Capacity • People, equipment, budget, information, suppliers, and availability • Identifying resource conflicts before execution 5. Identifying Risks and Establishing the Baseline • Risk, likelihood, impact, preventive response, contingency, and owner • Establishing the approved reference for project control	a WBS, sequence activities, establish milestones and deadlines, assign responsibility, identify resources and risks, and create the project's initial control baseline. Major Output: Integrated Project Baseline: WBS, Schedule, Responsibility Matrix, and Risk Register
12:00 NN–1:00 PM	LUNCH BREAK	
1:00 PM–3:00 PM	MODULE 3: KNOW WHERE THE PROJECT REALLY STANDS— MONITORING, VARIANCE, RISK, ISSUE, AND CHANGE CONTROL 1. Measuring Actual Project Progress	Major Activity: Project Control Room Simulation — Participants receive progressive project-performance information, compare actual versus planned results, identify variances and emerging risks, classify issues, evaluate change

Time	Modules and Essential Topics	Major Activity and Participant Output
	- Deliverables and milestones versus activity reporting - Evidence-based completion and percentage-complete discipline 2. Planned Versus Actual Performance - Schedule, scope, cost, quality, and resource variance - Identifying material exceptions requiring management attention 3. Detecting Early Warning Signs - Delays, rework, resource conflicts, unresolved dependencies, and decision bottlenecks - Moving from reactive to proactive control 4. Managing Risks and Issues - Updating risks, identifying active issues, action owners, deadlines, and escalation - Preventing issue logs from becoming unresolved lists 5. Controlling Project Changes - Assessing effects on scope, schedule, resources, cost, quality, and risk - Approval, documentation, and baseline updates	requests, and determine appropriate control responses. Major Output: Project Control Dashboard, Variance Analysis, and Updated Risk-Issue-Change Log
3:00 PM–3:15 PM	AFTERNOON BREAK	
3:15 PM–5:00 PM	MODULE 4: RECOVER AND DELIVER—CORRECTIVE ACTION, FORECASTING, ESCALATION, AND PROJECT RECOVERY 1. From Monitoring to Management Action - Corrective versus preventive responses - Determining what can be resolved, coordinated, escalated, or re-planned 2. Forecasting Project Completion	Major Activity: Project Recovery Challenge — Participants manage a delayed project, analyze root causes and forecast impact, develop corrective and recovery actions, prepare an executive-level status update, and establish revised control measures. Major Output: Project Recovery Plan and 30-Day P.A.C.E. Project Control Application Plan

Time	Modules and Essential Topics	Major Activity and Participant Output
	- Remaining work, current trends, unresolved risks, and realistic completion outlook - Communicating forecast rather than merely historical status 3. Developing Recovery Actions - Prioritization, resequencing, parallel work, resource adjustment, and decision acceleration - Protecting quality and risk while recovering schedule 4. Escalating Project Problems Effectively - Facts, cause, variance, impact, urgency, options, recommendation, and decision required - Avoiding blame-based escalation 5. Sustaining Project Control Until Delivery - Status reviews, action ownership, decision logs, baseline updates, and follow-through - Applying P.A.C.E. to an actual workplace project	
5:00 PM	PROGRAM CLOSING	Learning synthesis, application commitments, evaluation, and recommended next steps

MAJOR PARTICIPANT OUTPUTS

Participants are expected to complete:

- Project Planning Charter and Scope-Control Map**
- Integrated Project Baseline: WBS, Schedule, Responsibility Matrix, and Risk Register**
- Project Control Dashboard, Variance Analysis, and Updated Risk-Issue-Change Log**
- Project Recovery Plan and 30-Day P.A.C.E. Project Control Application Plan**

SAMPLE PROJECT PLANNING AND CONTROL SITUATIONS

Activities may be customized around projects such as:

- HRIS implementation;
- office relocation;
- facility renovation;
- branch opening;
- system migration;
- equipment installation;
- product launch;
- employee-performance system rollout;
- website implementation;
- marketing campaign;
- ISO certification readiness;
- process improvement;
- warehouse redesign;
- inventory-control implementation;
- new supplier implementation;
- digital transformation initiative;
- customer-service improvement;
- corporate event;
- training rollout;
- policy implementation;
- business-process automation;
- technology upgrade;
- quality-improvement initiative;
- organizational restructuring; or
- client implementation project.

TRAINING METHODS

The program follows MSS Corporation's **EnterTRAINment** training-design methodology:

- Approximately **30% concise trainer input, demonstrations, facilitated discussion, and synthesis**
- Approximately **70% project planning, scheduling, control simulations, variance analysis, risk exercises, change decisions, recovery planning, and workplace application**

Methods may include:

- Project planning self-assessment;
- scope-definition exercises;
- deliverable decomposition;
- Work Breakdown Structure development;

- dependency mapping;
- milestone planning;
- schedule exercises;
- resource-capacity analysis;
- risk workshops;
- baseline development;
- planned-versus-actual analysis;
- project-control simulations;
- issue-management exercises;
- change-control cases;
- project-status reporting;
- project-recovery challenges; and
- action planning.

TARGET PARTICIPANTS

This **Project Planning and Control Training in the Philippines** is recommended for:

- Project Managers;
- Project Coordinators;
- Project Officers;
- PMO personnel;
- Department Managers;
- Operations Managers;
- Supervisors;
- Team Leaders;
- Engineers;
- Technical Managers;
- IT professionals;
- Quality professionals;
- Procurement personnel;
- Administrative Managers;
- HR professionals;
- Marketing managers;
- Finance personnel involved in projects;
- Business Analysts;
- Process Owners;
- implementation teams;
- project sponsors requiring practical project-control knowledge; and
- employees responsible for planning, monitoring, or controlling organizational projects.

RECOMMENDED NUMBER OF PARTICIPANTS

Approximately **12 to 20 participants** is recommended for detailed planning exercises, scheduling workshops, project-control simulations, and facilitator feedback.

Groups of up to approximately 25 participants may be accommodated through:

- Project teams;
- breakout groups;
- simulation stations;
- peer reviews; or
- additional facilitation support.

DELIVERY OPTIONS

The program may be delivered through:

- Face-to-face in-house training;
- live virtual instructor-led training;
- hybrid training;
- offsite corporate training;
- public seminar;
- Project Management capability program;
- PMO development;
- management-development program;
- project-team onboarding;
- project-recovery intervention; or
- customized training-and-consultancy engagement.

AVAILABLE PROGRAM FORMATS

Half-Day Project Planning and Control Fundamentals

Recommended for:

- Project scope;
- WBS;
- basic scheduling;
- milestones;
- responsibilities;
- risk identification;
- monitoring;
- basic variance control.

The half-day version contains exactly two modules.

One-Day Project Planning and Control Training

Recommended for the complete **MSS P.A.C.E. Project Planning and Control Framework**, including planning, scheduling, baselining, monitoring, variance analysis, risk and issue management, change control, forecasting, and recovery planning.

Two-Day Advanced Project Planning and Control Workshop

Recommended when the organization requires:

- More detailed Work Breakdown Structures;
- schedule development;
- dependency analysis;
- resource planning;
- cost planning;
- progress measurement;
- dashboard design;
- detailed variance analysis;
- change control;
- project forecasting;
- recovery planning; and
- individualized coaching on actual projects.

Modular Project Planning and Control Program

Possible modules include:

1. Project Scope and Deliverables;
2. Work Breakdown Structure;
3. Project Scheduling;
4. Resource Planning;
5. Project Risk Management;
6. Project Monitoring;
7. Variance and Change Control;
8. Forecasting and Project Recovery.

Project Planning and Control Learning Journey

May include:

- Pre-training project-control assessment;
- core workshop;
- actual project planning;
- project clinics;
- progress-review sessions;
- project-control coaching;
- dashboard development;
- recovery-plan reviews;

- post-training evaluation; and
- organizational recommendations.

CUSTOMIZATION OPTIONS

This **Training on Planning for and Controlling Projects in the Philippines** may be customized using the client's:

- Project-management methodology;
- project templates;
- PMO processes;
- project schedules;
- reporting formats;
- governance procedures;
- project dashboards;
- resource-planning methods;
- risk criteria;
- cost-control practices;
- approval authorities;
- escalation procedures;
- existing software;
- actual anonymized projects;
- delayed-project cases; and
- recurring project-control challenges.

Where appropriate, participants may develop or improve the actual planning and control tools used for current organizational projects.

POSSIBLE PROJECT PLANNING AND CONTROL PERFORMANCE MEASURES

Organizations may evaluate improvement through:

- Percentage of projects with approved baselines;
- scope clarity;
- WBS quality;
- milestone achievement rate;
- schedule adherence;
- overdue activity rate;
- variance-detection timeliness;
- issue-resolution turnaround;
- risk-response completion;
- change-request compliance;
- resource-conflict reduction;
- status-reporting quality;

- forecast accuracy;
- corrective-action completion;
- recovery-plan effectiveness;
- decision turnaround;
- project completion rate;
- budget performance where applicable;
- stakeholder satisfaction; and
- participant use of project-control tools.

PROFESSIONAL AND METHODOLOGICAL BOUNDARIES

This program develops practical corporate Project Planning and Project Control capability.

It is not positioned as:

- PMP® Exam Preparation;
- CAPM® Exam Preparation;
- PMI certification training;
- Primavera certification;
- Microsoft Project certification;
- engineering scheduling certification;
- construction planning certification;
- Earned Value Management certification; or
- another professional credential unless separately contracted and appropriately supported.

Advanced topics such as:

- Critical Path Method;
- Earned Value Management;
- detailed cost control;
- resource leveling;
- schedule compression;
- Primavera P6;
- Microsoft Project; or
- industry-specific project controls

may be included in an extended or customized program where appropriate.

FREQUENTLY ASKED QUESTIONS

What is Project Planning Training in the Philippines?

Project Planning Training in the Philippines teaches participants how to define project outcomes, scope, deliverables, activities, responsibilities, schedules, resources, risks, milestones, and baselines before project execution.

What is Training on Project Planning in the Philippines?

Training on Project Planning in the Philippines equips project teams with practical methods for converting project objectives into structured and realistic work plans that can later be monitored and controlled.

What is Project Control Training in the Philippines?

Project Control Training in the Philippines develops the ability to monitor actual project performance, compare results against the approved plan, identify variance, analyze causes, forecast outcomes, and implement corrective actions.

What is Training on Project Control in the Philippines?

Training on Project Control in the Philippines teaches participants how to maintain visibility over project progress, risks, issues, changes, delays, decisions, and recovery actions.

What is Project Planning and Control Training in the Philippines?

Project Planning and Control Training in the Philippines integrates project planning with project monitoring, variance analysis, change management, forecasting, corrective action, and recovery planning.

What is Training on Project Planning and Control in the Philippines?

Training on Project Planning and Control in the Philippines equips participants to establish a clear project baseline and then use it to monitor, control, and improve project execution.

What is Planning for Projects Training in the Philippines?

Planning for Projects Training in the Philippines develops practical skills in project scope definition, WBS development, activity sequencing, scheduling, resource planning, milestone setting, and risk identification.

What is Training on Planning for Projects in the Philippines?

Training on Planning for Projects in the Philippines helps employees organize project work systematically before execution begins.

What is Controlling Projects Training in the Philippines?

Controlling Projects Training in the Philippines teaches employees how to monitor progress, identify variance, control changes, resolve issues, forecast completion, and implement recovery actions.

What is Training on Controlling Projects in the Philippines?

Training on Controlling Projects in the Philippines helps project teams move from simply collecting updates to actively managing project performance.

What is Planning for and Controlling Projects Training in the Philippines?

Planning for and Controlling Projects Training in the Philippines combines both sides of effective project delivery: establishing what should happen and managing what actually happens.

What is Training on Planning for and Controlling Projects in the Philippines?

Training on Planning for and Controlling Projects in the Philippines equips participants with integrated project-planning and control tools for maintaining scope, schedules, risks, resources, and performance.

Is Project Planning the same as scheduling?

No.

Scheduling is one component of Project Planning.

Project Planning also covers:

- Scope;
- deliverables;
- responsibilities;
- resources;
- risks;
- assumptions;
- milestones;
- monitoring methods; and
- control requirements.

Does the program include a Work Breakdown Structure?

Yes.

Participants practice breaking major deliverables into manageable work packages and activities.

Does it include project scheduling?

Yes.

Participants sequence activities, identify dependencies, establish milestones and deadlines, and develop a practical project schedule.

Does the training cover Critical Path Method?

Basic critical-activity and dependency concepts may be introduced where appropriate.

A more technical CPM workshop may be recommended when the organization requires advanced scheduling capability.

Does the program cover resource planning?

Yes.

Participants identify required people, time, equipment, materials, suppliers, information, and other project resources.

Does the program include risk management?

Yes.

Participants identify project risks and establish preventive actions, contingencies, warning signs, and responsible owners.

Does the training cover project monitoring?

Yes.

Participants learn to monitor deliverables, milestones, dates, actions, risks, issues, changes, and other relevant performance indicators.

Does it cover variance analysis?

Yes.

Participants compare planned versus actual results and determine the significance, cause, impact, and required response to material variances.

Does the program include change control?

Yes.

Participants learn to evaluate significant change requests according to their effect on scope, schedule, resources, cost, quality, and risk.

Does the training cover project recovery?

Yes.

Participants practice developing recovery actions for delayed or underperforming projects.

Does the program include Earned Value Management?

The standard one-day program focuses on practical, broadly applicable project control.

Basic EVM concepts may be incorporated for suitable groups, while deeper EVM applications are better handled through an advanced program.

Is this suitable for construction projects?

The core principles apply to construction, but organizations requiring highly technical construction planning, Primavera scheduling, engineering cost control, or construction-specific standards may require a customized advanced program.

Is this suitable for IT projects?

Yes.

Cases may be customized for system implementation, migration, software development, technology rollout, and digital-transformation projects.

Can participants use actual projects?

Yes.

Using participants' active projects is strongly recommended where confidentiality and organizational requirements permit.

Can the training be conducted virtually?

Yes.

Virtual delivery may use collaborative scheduling exercises, digital project templates, breakout-room simulations, dashboards, and project-control case analysis.

Is one day enough?

One day is sufficient for the practical foundation of the MSS P.A.C.E. Project Planning and Control Framework. A two-day or modular program is recommended for more detailed scheduling, resource management, cost control, project dashboards, recovery planning, or application to complex projects.

RELATED MSS CORPORATION TRAINING PROGRAMS

Organizations considering this program may also explore:

- Project Management Fundamentals Training;
- Project Management for Non-Project Managers Training;
- Agile and Hybrid Project Management Training;
- Project Risk Management Training;
- Project Stakeholder Management Training;
- Project Communication Training;
- Project Leadership and Team Management Training;
- Managing Multiple Projects Training;
- Project Monitoring and Evaluation Training;
- Problem Solving and Decision-Making Training;
- Stakeholder Influence Training;

**MSS SUCCESS SPACES**

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- Time and Priority Management Training;
- Change Management Training; and
- Strategic Execution Training.

WHY CHOOSE MSS CORPORATION FOR PROJECT PLANNING AND CONTROL TRAINING IN THE PHILIPPINES?

Planning and Control Are Taught as One Integrated Discipline

Participants learn that project control begins during planning—not after the project is already delayed.

Practical MSS P.A.C.E. Framework

Participants receive a memorable four-part approach:

Pinpoint → Arrange → Check → Execute

that connects planning with management action.

Strong Work Breakdown and Scheduling Foundation

The program develops visibility around:

- Deliverables;
- activities;
- milestones;
- dependencies;
- owners;
- deadlines.

Baseline-Based Control

Participants establish what should happen before attempting to measure what actually happened.

Results Rather Than Activity

The training challenges teams to measure real accomplishment rather than simply reporting meetings, emails, follow-ups, and activity.

Early Warning Mindset

Participants learn to detect slippage before the final deadline is already lost.

Integrated Risk, Issue, and Change Control

The program helps participants differentiate and manage these project-control concerns appropriately.

Corrective Action and Recovery

Participants do more than identify variance.

They decide:

What must be done to bring the project back under control?

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Practical Management Reporting

Participants learn to communicate:

- Status;
- variance;
- impact;
- forecast;
- options;
- recommendations; and
- required decisions.

Tangible Participant Outputs

Every module produces an immediately usable project-management tool.

EnterTRAINment Methodology

Participants plan, schedule, analyze, measure, decide, troubleshoot, recover, and apply.

Highly Customizable

MSS Corporation may integrate the client's:

- project methodology;
- PMO tools;
- planning templates;
- reporting formats;
- dashboards;
- current projects; and
- actual project-control challenges.

CALL TO ACTION

A Project You Cannot Measure Is a Project You Cannot Properly Control

Equip your project managers, project coordinators, supervisors, functional managers, engineers, technical professionals, and project teams to develop realistic project plans, establish meaningful baselines, detect variance early, control changes, manage risks and issues, forecast results, and implement corrective actions before project problems become project failures.

Partner with MSS Corporation for a customized:

- **Project Planning Training in the Philippines**
- **Training on Project Planning in the Philippines**
- **Project Control Training in the Philippines**
- **Training on Project Control in the Philippines**
- **Project Planning and Control Training in the Philippines**
- **Training on Project Planning and Control in the Philippines**

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- **Training on Controlling Projects in the Philippines**
- **Planning for and Controlling Projects Training in the Philippines**
- **Training on Planning for and Controlling Projects in the Philippines**

designed around your projects, schedules, teams, PMO processes, reporting requirements, performance gaps, and organizational priorities.

With MSS, We Make Strong Success.