

DIN EN 16601-60:2014-12 (E)

Space project management - Part 60: Cost and schedule management

Table of contents

- Foreword 6**
- Introduction..... 7**
- 1 Scope..... 8**
- 2 Normative references 9**
- 3 Terms, definitions and abbreviated terms..... 10**
 - 3.1 Terms from other standards 10
 - 3.2 Terms specific to the present standard 10
 - 3.3 Abbreviated terms 11
- 4 Cost and schedule management common principles 12**
 - 4.1 Objectives and relationships 12
 - 4.2 Project structure 13
 - 4.2.1 Work breakdown structure 13
 - 4.2.2 Cost breakdown structure 14
 - 4.2.3 Business agreement Structure 14
 - 4.2.4 Country/Company structure 15
 - 4.3 Business agreement types..... 16
 - 4.3.1 General 16
 - 4.3.2 Fixed price contracts..... 16
 - 4.3.3 Cost reimbursement contracts 16
 - 4.3.4 Ceiling price to be converted into fixed price..... 17
 - 4.4 Risk management..... 17
 - 4.4.1 General description..... 17
 - 4.4.2 Risk register..... 18
 - 4.4.3 Lessons learned 18
- 5 Schedule management principles..... 19**
 - 5.1 Schedule definition 19
 - 5.1.1 General 19
 - 5.1.2 Activities definition / Activities sequencing 19
 - 5.1.3 Key milestones 20

5.1.4	Resource allocation	20
5.2	Schedule control.....	20
5.2.1	Baseline schedule.....	20
5.2.2	Current working schedule	21
5.2.3	Performance evaluation	22
5.3	Schedule reporting.....	24
5.3.1	General	24
5.3.2	Schedule progress information	24
5.3.3	Reporting system and tools	24
6	Cost management principles.....	26
6.1	General.....	26
6.2	Contractual and financial interfaces	26
6.2.1	Audited rates and cost structure	26
6.2.2	Currency and exchange rates.....	26
6.2.3	Contract change notice (CCN).....	27
6.3	Cost estimating and planning.....	27
6.3.1	Cost estimating.....	27
6.3.2	Development cost plan (DCP)	29
6.3.3	Payment plans.....	30
6.3.4	Price variation mechanism.....	30
6.3.5	Geographical distribution	31
6.3.6	Inventory control plan	31
6.4	Cost control	31
6.4.1	Baseline cost plan.....	31
6.4.2	Estimate at completion (EAC) and estimate to completion (ETC)	32
6.4.3	Price variation.....	32
6.4.4	Geographical distribution control.....	33
6.4.5	Inventory control	33
6.4.6	Financial audits.....	33
6.4.7	Payment milestone achievement	33
6.5	Cost reporting	34
6.5.1	Reports applicable to all contract types.....	34
6.5.2	Reports specific to cost reimbursement contracts.....	34
7	Cost and schedule management common requirements	35
7.1	Project structure	35
7.1.1	Cost breakdown structure.....	35
7.1.2	Business agreement structure	35

7.1.3	Country/Company structure (CCS)	35
7.2	Risk management.....	35
8	Schedule management requirements	36
8.1	Schedule definition	36
8.2	Schedule control.....	36
8.3	Schedule reporting.....	37
9	Cost management requirements	38
9.1	Contractual and financial interfaces	38
9.1.1	Audited rates and cost structure	38
9.1.2	Economic conditions.....	38
9.1.3	Currency and exchange rates.....	38
9.1.4	Contract change procedure	38
9.2	Cost estimating and planning.....	38
9.2.1	Cost estimating.....	38
9.2.2	Project financial information.....	39
9.2.3	Development cost plan (DCP).....	39
9.2.4	Milestone payment plans	39
9.2.5	Price variation mechanism.....	39
9.2.6	Geographical distribution	39
9.3	Cost control	40
9.3.1	Original baseline cost plan.....	40
9.3.2	Current baseline cost plan	40
9.3.3	Estimate at completion (EAC) and estimate to completion (ETC)	40
9.3.4	Price variation mechanism.....	41
9.3.5	Geographical distribution control.....	41
9.3.6	Inventory control	41
9.3.7	Financial audits.....	41
9.3.8	Payment milestone achievement	42
9.4	Cost management reporting	42
9.4.1	Cost and manpower report	42
9.4.2	Inventory record.....	42
	Bibliography.....	84
Figures		
	Figure 4-1: Overall functional analysis.....	13
	Figure 4-2: Business agreement structure example.....	15

Figure 4-3: Business agreement structure schematic	15
Figure 5-1: Gantt chart example	22
Figure 5-2: Milestone trend chart example.....	23
Figure 5-3: Milestone list example	23
Figure A-1 : CBS	44

Tables

Table Q-1 : Cost estimate method vs. project phase	79
--	----