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Project Management with SAP® Project System
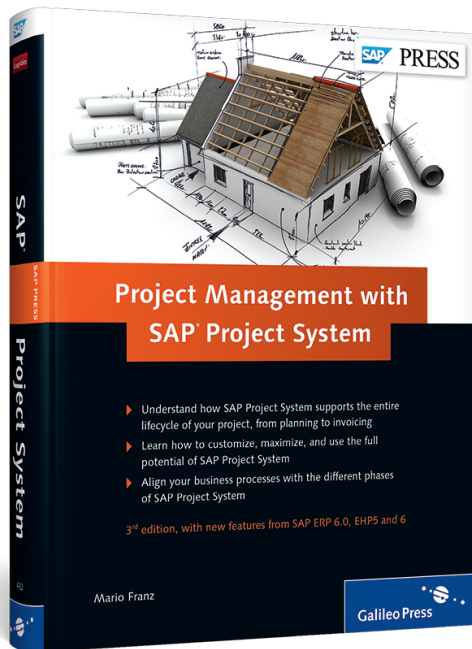
Contents at a Glance

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Within the approval phase, funds for project execution are made available through budgeting. The budget management functionality of SAP Project System enables you to monitor assigned funds and prevent budget overruns.

3 Budget

Companies often use the term *budget* very differently. It therefore makes sense to first explain what we mean by "budget" in the context in which it is used in SAP Project System, and to differentiate it from the terms *planned costs* and *actual costs*.

In the planning phase of a project, you can estimate or calculate the costs for the subsequent execution of the project and save these costs as *planned costs* for the different project objects. Depending on which form of cost planning you use for this, the planned costs in this case are stored as total values, with reference to fiscal years or individual periods, by cost element, or without any reference to a cost element. If required, you can also enter several different planned costs for the same object and store them in different Controlling (CO) versions.

Definition

You can compare the planned costs against the *actual costs* in the execution phase of a project. The actual costs correspond to the funds that are actually required to execute individual parts of the project, based on services used by the cost centers of your own company or by suppliers, materials consumed, overhead costs allocated, and so on. Actual costs are updated into SAP Project System by the account assignment of corresponding documents on project objects, and always refer to cost elements.

You document an approved cost structure for executing the different parts of the project by distributing the budget to WBS elements of a project. A project is typically budgeted in its approval phase; that is, before the project execution is even started. In SAP Project System,

Budget distribution

budget does not refer to individual cost elements and therefore represents the approved framework for all costs of the project, including both the primary and secondary costs (an exception in this case is *exempt cost elements*). Although you can still change the budget values of a project retroactively, unlike CO versions for planning costs, there is only one relevant budget value for an object at any time.

In Reporting, you can evaluate the budget values and planned and actual costs together. After you budget a project, you generally use the *availability control* function to automatically calculate assigned *funds* for the budget of a WBS element and to prevent budget overruns. In this sense, budget is not only an approved cost structure, but also represents a binding budget for a project.

Integration with
Investment
Management

You can only perform budgeting and budget monitoring using the functions from SAP Project System; however, you can also use an integration of SAP Project System with Investment Management to manage budgets across projects. These two options are discussed in Section 3.1 and Section 3.2. Another option for cross-project budgeting is to integrate with SAP Portfolio and Project Management (PPM). Chapter 7 discusses PPM as well as the integration scenarios with SAP Project System.

[+] **Budget and Networks**

Note that budget can only be assigned to WBS elements in SAP Project System. Networks cannot be budgeted.

However, the costs of networks or network activities, to which WBS elements are assigned, are included in the assigned funds for the budget of the WBS elements and are taken into account for the availability control.

3.1   Budgeting Functions in SAP Project System

Budget profile

Depending on your requirements, you can use different functions in SAP Project System to manage your project budgets. In this case, the management of budgets for individual projects is controlled by the budget profile in the project definition of the projects. Figure 3.1 shows an example of defining a budget profile. You can define budget profiles in Customizing of SAP Project System using Transaction OPS9 and store

them as default values in project profiles. The individual settings options for a budget profile, along with the different functions of budget management, are explained in the following sections.

Figure 3.1 Example for Defining a Budget Profile

3.1.1 Original Budget

The first step in managing a budget for a project is to allocate an *original budget* in Transaction CJ30 (see Figure 3.2). All WBS elements of a project are displayed in tables in this transaction. In the (View) BUDGET column, you can enter the values for the original budget of the individual WBS elements; however, the budgeting for a project is usually preceded by cost planning, which acts as an indicator for allocating budgets. The planned costs of the WBS elements are therefore displayed in the PLANNED TOTAL view in Transaction CJ30 and you can copy these planned costs as the original budget using the COPY VIEW function,

Transaction CJ30

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which you can call from the transaction menu. You can use the percentage rate in this case to specify whether you want the planned costs to be copied completely, partially, or at more than 100%. In the transaction settings, you define which CO version should be used to display the planned total. In addition, you can use the REVALUATE function to increase or decrease budget values of selected WBS elements by a certain percentage or amount.

Figure 3.2 Example for Distributing the Original Budget

[+] **Planned Total of a WBS Element**

The planned total of a WBS element is calculated from the total values from the hierarchical cost planning, detailed planning, unit costing, Easy Cost Planning, and from the values of all assigned additive orders and networks or activities.

Hierarchical consistency

The budgeting of a project must be hierarchically consistent by the time the availability control is activated. This means that the system checks within a project structure to verify whether the budget values of WBS

elements of a lower level exceed the budget value of the WBS element for the next highest level.

You can analyze the hierarchical distribution of the budget values manually within the project structure using the DISTRIBUTED and DISTRIBUTABLE views or activate an automatic check in Transaction CJ30. A project is typically budgeted top-down. This means that the person responsible for the budget successively distributes the original budget of the highest WBS element to the WBS elements of lower levels. In contrast to this method, however, you can also use the TOTAL UP function to derive the original budget of WBS elements from the budget values already distributed on WBS elements of lower levels, and therefore ensure hierarchical consistency.

Top-Down Distribution of Budget	[+]
You don't have to split the budget of a WBS element completely onto lower-level WBS elements. You can also distribute parts of the budget further, or you can abandon the distribution of budget altogether. This means that you don't have to perform budgeting to the lowest level of a project.	

Depending on which settings you've selected in the budget profile of a project, you can enter the original budget of the project as overall values or as fiscal year-dependent values. Alternatively, you can enter both overall and original budgets with reference to fiscal years for WBS elements. With fiscal year-dependent budgeting, the budget profile also controls the interval that should be possible for budgeting. With the COPY VIEW function, you can use budget values from a previous year (PREVIOUS YEAR view) as a template for the budget values of a fiscal year, if required.

If you allow both overall values and fiscal year-dependent values for the distribution of original budgets, the overall budget of a WBS element must be greater than or equal to the total of its individual fiscal year budgets by the time the availability control is activated. You can manually check this using the CUMULATIVE view (total fiscal year values) and REMAINDER view (difference from overall value and total fiscal year values) for each WBS element. Alternatively, you can activate an automatic check.

Overall budget and fiscal year budget

Figure 3.3 shows the results of a check where the distribution of an original budget is inconsistent. The first error message indicates a hierarchically inconsistent distribution. More budget was distributed than available in a fiscal year. The other error messages refer to the fact that, although fiscal year budgets were distributed, overall budgets were not.
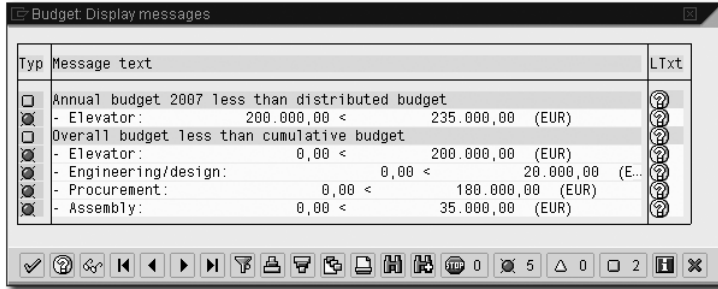

Figure 3.3 Example of Error Messages for Inconsistent Budget Distribution

Budgeting currencies

Using the budget profile, you also control the currencies in which the WBS elements can be budgeted. You can allow the uniform CO area currency and the object currency of the individual WBS elements in the project, or a transaction currency of your own choice for budgeting. However, the budget values entered are always converted into object and controlling area currencies of the WBS elements. The annual values in this case are converted using the rate type that was defined in the fiscal year-dependent values of CO version 0. The total values are converted based on the budget profile settings.

Depending on the budget profile settings, you can run the hierarchical consistency check and the cumulative annual values check against the overall budget of a WBS element either in the CO area currency, or in the object currency of the WBS elements. But, you should note that consistency checks in the object currency can only be run for projects where the object currency within the project structure is uniform.

Budget line item

When you save the distribution of the original budget, the system creates a unique document (*budget line item*) with additional information about the document date and the name of the person who created the document. Before you save the distribution, you can enter more detailed document texts for the entire budget distribution or for individual WBS

elements, which you can then evaluate later in Reporting or in Transaction CJ30 along with the other data for the budget line items.

Provided you don't use the special SAVE WITHOUT CHECKING function for saving the budget values, the system also automatically performs the checks for hierarchical consistency and for consistency of the overall value and cumulative values when you save, and thereby prevents inconsistent budget values from being saved. After you save the distribution of the original budget, all budgeted WBS elements are automatically assigned the BUDG (BUDGETED) status. This status prevents the budgeted WBS elements from being deleted directly and from hierarchical changes to these WBS elements and all lower-level objects.

BUDG status

3.1.2 Budget Updates

In the course of a project, you may need to change the project budget of individual WBS elements. You can, in turn, use Transaction CJ30 for this and adjust the original budget accordingly. When you save the budget, a new budget line item that allows the subsequent change to be analyzed is then created. However, instead of changing the original budget, it generally makes more sense to use *budget updates*. In this context, a distinction is made between *budget supplements*, *budget returns*, and *budget transfers*. Based on the budget updates and the original budget of WBS elements, the system then calculates a current budget for each WBS element.

When you work with budget updates instead of changing the original budget, the initial original budget remains unchanged. You can therefore compare the original budget with the current budget at any time in Reporting. In suitable budget reports, you can analyze how the current budget was achieved based on supplements, returns, or transfers. Because the line item documents of budget updates always contain information on the senders and recipients of budget values, you can also retroactively trace the flow of budget values. To prevent changes to the original budget values, thereby forcing the use of budget updates, you can define a user status that does not allow the BUDGETING business transaction, but does allow business transactions for updating a budget (see Chapter 1, Section 1.6).

Benefits of budget updates

The two Transactions CJ36 (To Project) and CJ37 (In Project) are available in SAP Project System to enter budget supplements. You can enter the amounts for WBS elements, by which the current budget of these WBS elements is to be increased, in both transactions. You can post supplements for individual fiscal years or overall values. When you save the supplements, the system performs corresponding consistency checks exactly as it does when you distribute an original budget. You can also enter document texts that are then saved in a budget line item with the other data of the budget supplement.

The difference between Transactions CJ36 and CJ37 is that with Supplement in Project (Transaction CJ37, see Figure 3.4), the increase in the current budget of a WBS element results in the distributable budget of the higher-level WBS element being reduced accordingly. If there is no more distributable budget available on the higher-level WBS element, you cannot post a supplement on the lower-level WBS element within the project due to the hierarchical consistency check. With supplements in a project, you can only supplement as much budget as is still available for distribution at the higher level.
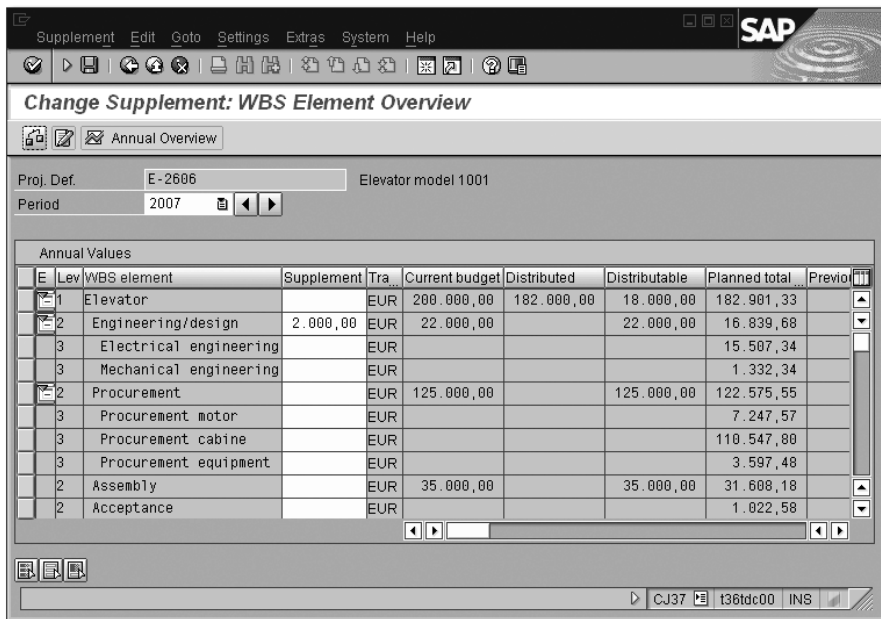
Figure 3.4 Example of a Supplement within the Project

In contrast, with Supplement to Project (Transaction CJ36), the increase in the current budget of a WBS element automatically results in the current budget of the hierarchically higher-level WBS element being increased by the same amount. This occurs regardless of whether a distributable budget existed on this WBS element. The distributable budget of the higher-level WBS elements therefore remains constant. A supplement to project therefore results in an additional budget being made available for a project "externally."

Like budget supplements, you can also enter budget returns using Transactions CJ35 (From Project) and CJ38 (In Project). You use budget returns to reduce the current budget of WBS elements by a certain amount; however, a budget return must not impair the consistency of the budget values. When you post a return in project for a WBS element, this automatically increases the distributable budget of the higher-level WBS element. When you enter a return from project for a WBS element, the current budgets of the higher-level WBS elements are also automatically reduced; that is, they're extracted from the entire project budget.

Budget returns

You can use budget transfers for different purposes; for example, to move a budget from one WBS element to another WBS element (see Figure 3.5). The WBS elements here can even belong to different projects. If the WBS elements belong to a project, they must nevertheless not be within the same hierarchy branch. The system also automatically makes transfers between WBS elements of lower hierarchy levels to the WBS element of higher hierarchy levels.

Budget transfers
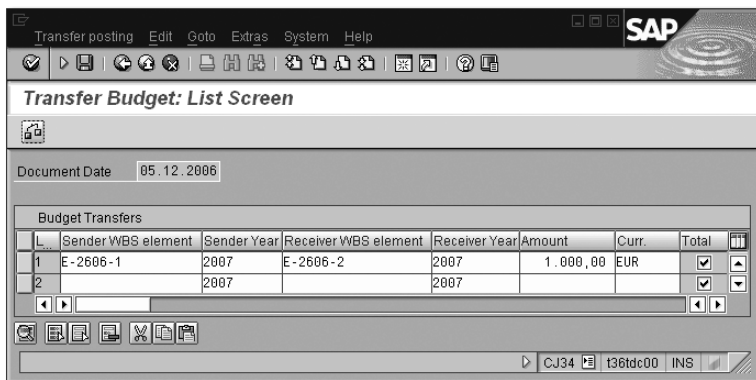
Figure 3.5 Example of a Budget Transfer

You can perform transfers for overall values or individual fiscal years. You can also transfer a budget of a WBS element for a fiscal year to another WBS element and another fiscal year, if required. Lastly, you can also transfer budget values of a fiscal year to another fiscal year for a WBS element (*advance* or *carry forward*). For each transfer, you can enter a document text that is saved in a budget line item with the relevant data of the transfer.

3.1.3 Budget Release

In some cases, it is useful to separate the distribution of budget values from the actual release of budgets for executing projects or individual parts of a project. This is also frequently necessary if budgeting with reference to fiscal years is not detailed enough and budgets are to be made available successively within a fiscal year. However, bear in mind that you need to carry out an additional step to release budgets when managing project budgets.

Released budget values

In SAP Project System, you can use Transaction CJ32 to enter released budget values for WBS elements of a project. Similar to the distribution of original budgets, you can release overall or fiscal year values, depending on the settings of the budget profile. You can enter amounts manually in the RELEASE column or use the COPY VIEW function to copy values from other views, such as the values of the CURRENT BUDGET or PLANNED TOTAL views (see Figure 3.6).

In this case, you can select at what percent you want the values to be copied and whether the values are to be added to existing releases, or whether they should overwrite existing values.

Consistency checks

You can also activate a check manually or automatically for releases when you save them. The check ensures that the releases of WBS elements don't overrun the releases of the higher-level WBS elements (hierarchical consistency). Each WBS element is also checked to ensure that the released budget does not exceed the current budget. If you're working with both overall values and fiscal year values, the release of the overall values must ultimately be greater than or equal to the total of the annual releases. Each budget release is documented by a budget line item, to which you can enter a descriptive document text before you save the release.
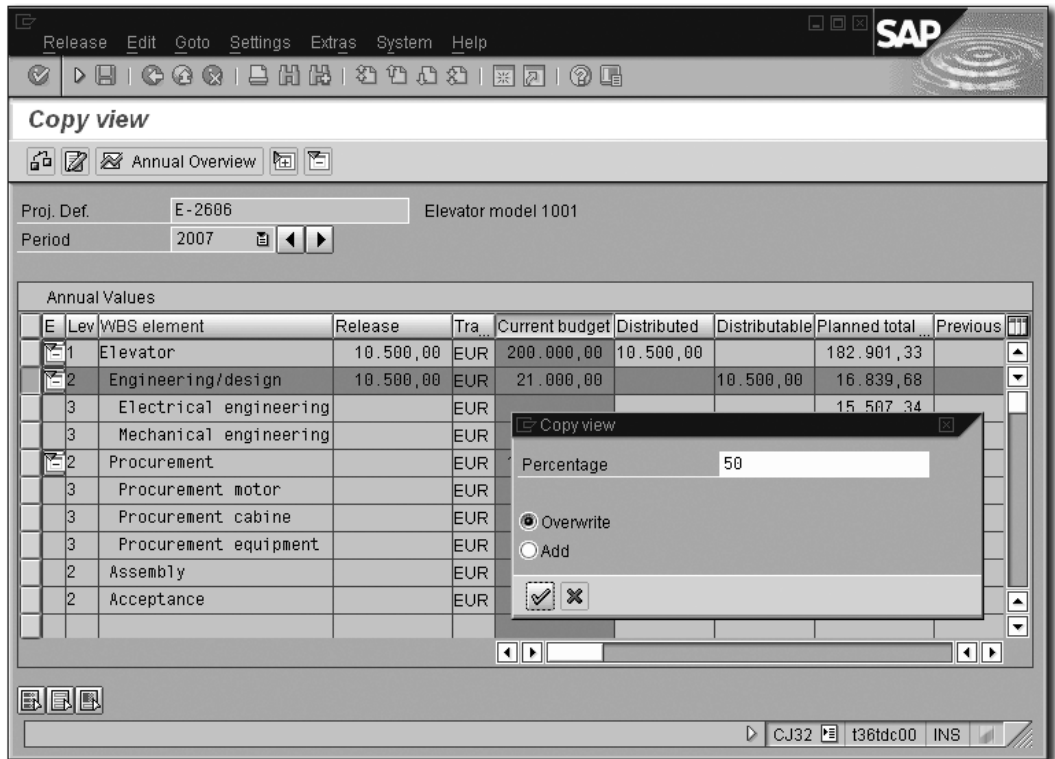
Figure 3.6 Example of the Budget Release Using the "Copy View" Function

You can also enter releases simultaneously for several projects in Transaction IMCBR3. You can copy the budget or planned values in full or with a release percentage weighted as a released budget. If required, you can perform this mass release for the total values and all fiscal year values simultaneously or restrict the mass release to an individual fiscal year.

Mass release of budgets

Budget Values in Project System   [◉]

A distinction is made in SAP Project System between an original budget, the current budget, and, if necessary, budget releases. In addition to the currency in which they were entered, all budget values are also saved on the database in the object currency of the individual WBS elements and in the CO area currency of the project.

3.1.4 Budget Carryforward

In Transaction CJCO, you can transfer a budget that was not consumed for a project within one fiscal year into the following fiscal year. The system uses the difference of the fiscal year budget and the distributed values and actual costs to calculate the budget amount that is carried forward from one fiscal year into the next fiscal year for each WBS element. These actual costs include the costs of the WBS element with budget carried forward and the actual costs of all assigned orders and networks, and the actual costs of lower-level WBS elements without a separate budget. Note that the planned costs of apportioned orders and networks are not deducted from the fiscal year budget when the carryforward is calculated. Budgets are typically carried forward as part of a company's year-end closing. Because commitments are ignored when the budget values to be carried forward are calculated, you should use a commitment carryforward in Transaction CJCF before you carry forward budgets.

Carry forward several times
You can also carry forward the budget for a project several times. If, in the old fiscal year, actual costs were posted on the project at a later stage, a new budget carryforward results in the budget, which was already carried forward into the next year, being posted back to the previous year. However, in this case, only the maximum amount of budget that was previously carried forward in total into the next year can be posted back to the previous year. If necessary, you can also carry budget forward in the form of a test run and use detailed lists to first analyze the planned carryforwards before you start an actual update run.

Additional budgeting tools
Other tools available for managing project budgets in SAP Project System include:

▶ PLAN/BUDGET CONSISTENCY CHECK FOR PROJECTS (Transaction IMCOC3)

▶ TRANSFER PLAN TO PROJECT BUDGET (Transaction IMCCP3)

▶ ADJUST PLAN/BUDGET TO AGREE WITH ASSIGNED VALUES FOR PROJECTS (Transaction IMPBA3)

▶ CURRENCY RECALCULATION OF PLAN/BUDGET FOR PROJECTS (Transaction IMCRC3)

> **Restrictions of Transaction IMPBA3**
>
> Note that the ADJUST PLAN/BUDGET TO AGREE WITH ASSIGNED VALUES FOR PROJECTS function ignores statuses that don't allow changes to planning or budgeting. The transaction for adjusting plans/budgets to assigned values for projects is therefore not available in the SAP menu; you can only start it by calling Transaction IMPBA3 directly.

[+]

For more information about the functions of the transactions listed previously and each consistency check executed, see the program documentation, which you can call from the transactions.

3.1.5 Availability Control

A main task of managing budgets for projects is to contrast the budget with the individual project parts; that is, their approved cost structures, the planned, commitment, and actual costs based on purchase orders and activity inputs or material withdrawals, for example. For this reason, different standard reports are available in the reporting area of SAP Project System.

However, availability control also enables the system to determine relevant funds automatically in the background and to compare these assigned funds with the corresponding budget values. By doing so, the availability control can warn you of imminent budget overruns before they occur, or even notify you of the allotment of excess funds on WBS elements at the time they are created.

As soon as the availability control for a project is active, the system performs different steps for postings on a WBS element of the project, or for postings to assigned apportioned orders or networks or network activities. The system first determines the relevant WBS elements of the project carrying budget. If a posting is made on a WBS element that does not have its own budget, the system searches successively for a WBS element carrying budget at the higher level.

Availability control process

The system then determines the associated funds for the WBS elements carrying budget. The assigned value of a WBS element carrying budget consists of the following:

Assigned values

- ▸ Actual costs or static actual costs on the WBS element carrying budget

- ▸ Actual costs and static actual costs of lower-level WBS elements without their own budget

- ▸ Commitments on the WBS element carrying budget and on lower-level WBS elements without their own budget

- ▸ The maximum from the planned and actual costs and the commitments of assigned apportioned networks and orders

The individual contributions to the assigned values of a WBS element carrying budget warrants further explanation. Actual costs based on goods withdrawals and documents from FI or CO, for example, belong to the actual costs that are included in the calculation of assigned funds. In particular, debits due to settlements are also included in the calculation of the assigned value. Credits caused by settlements are only considered if the settlement took place on a budget-controlled object. Commitments are created due to purchase requisitions, purchase orders, or funds reservations.

Apportioned orders

Values of assigned orders or networks are either already included in the calculation of assigned values with the CREATED status, or included once the orders have been released. You can use the ASSIGNED FUNDS IN PLAN indicator in the DEFINE ORDER VALUE UPDATING FOR ORDERS FOR PROJECTS table (Transaction OPSV) in Customizing of SAP Project System to determine which of the two statuses you want the values to be included in the assigned funds calculation. In this case, you can implement their setting based on the order category, order type, and CO area of the orders.

[+] **Assigned Values of Networks and Orders**

With the exception of planning networks, the values of assigned orders or networks are included in the calculation of assigned values by the time the RELEASED status is assigned. In particular, the planned values of assigned apportioned orders represent funds against the budget of WBS elements. The planned values of material components for valuated stock are not included in the total of assigned values, however.

Exempt cost elements

If you want to exclude certain costs (for instance, overhead costs) as assigned values, you can enter the corresponding cost elements as

exempt cost elements based on the CO area in Transaction OPTK in Customizing of SAP Project System. These exempt cost elements are therefore not checked as assigned values against the budget of WBS elements. Revenues are generally ignored when assigned values are determined.

After the system has determined the relevant WBS elements carrying budget and calculated the corresponding assigned values due to a posting on a project, a check takes place in the last step of the availability control. This check compares the available budget of WBS elements carrying budget with their assigned funds.

If the availability control determines that certain tolerance limits you defined are exceeded by assigned values, the system does one of the following three actions:

Availability control actions

▶ **Warning**
When the user who made the posting on the project saves the data, he receives a warning message that refers to the exceeded tolerance limit. The user can now either save the corresponding document, or postpone the document for the time being, if necessary, to consult with the project manager first.

▶ **Warning and mail to project manager**
The user who makes the posting receives a warning message and decides whether or not to save the posting document. When the document is saved, the system generates an email to the person responsible for the WBS element carrying budget, for which the limit was exceeded, and to the person responsible specified in the project definition. The email contains information about the WBS element in question, the level by which the tolerance limit has been exceeded, the business transaction that triggered the action, and its document number.

▶ **Error message**
With this action, documents that would lead to the specified tolerance limits being exceeded are not saved. The user receives a corresponding error message.

First, consider what effects the use of the ERROR MESSAGE action could have internally (for instance, when you enter invoices in FI). Generally, the ERROR MESSAGE action is only used for select business processes.

Business transaction groups

You define the tolerance limits and the relevant action that the system should take when the tolerance limits are exceeded in the DEFINE TOLERANCE LIMITS Customizing transaction based on the budget profile and the *transaction groups* (see Figure 3.7). Business transaction groups in this case represent the groupings of business transactions.
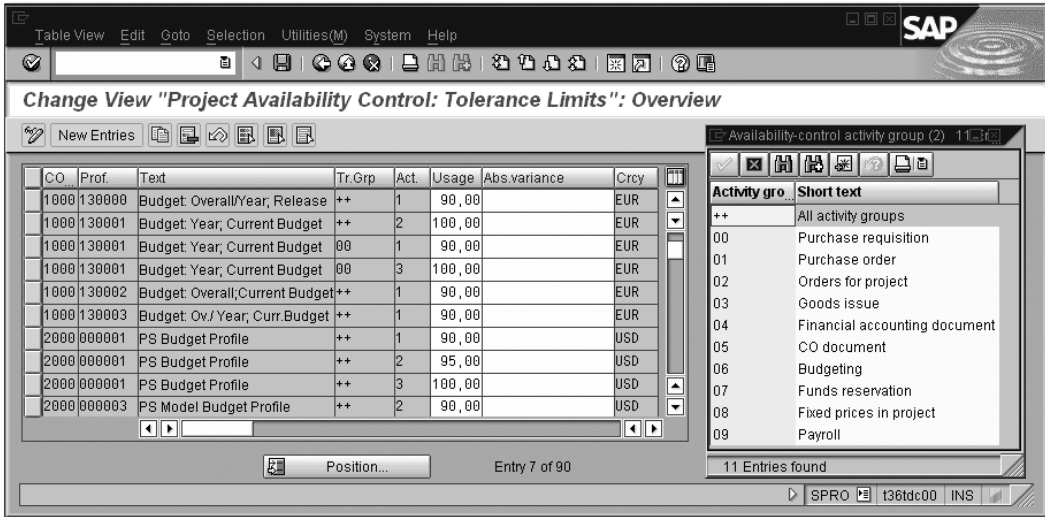
Figure 3.7 Defining the Tolerance Limits of Availability Control Based on Business Transaction Groups

The business transaction group for FINANCIAL ACCOUNTING DOCUMENT therefore covers postings in FI; the business transaction group for BUDGETING covers subsequent budget changes, and so on. The business transaction group for ORDERS FOR PROJECT covers planning cost changes of assigned, apportioned orders and also the assignment of orders with assigned values. Postings on assigned orders (for instance, the account assignment of a purchase order), however, are checked in the business transaction group (PURCHASE ORDER) provided for the posting.

The business transaction group for ALL BUSINESS TRANSACTION GROUPS is used to define actions for a tolerance limit for all those business transaction groups for which you do not want to specifically implement other settings. However, if you implement settings for a business transaction group of a tolerance group, these have priority over the settings of the business transaction group for ALL BUSINESS TRANSACTION GROUPS. Only

those business transactions you defined tolerance limits and actions for in the DEFINE TOLERANCE LIMITS table are taken into account during the availability control check.

> **Assigned Values of Goods Receipts** [+]
>
> Although the business transaction of the goods receipt generates assigned values, you should note that it is ignored during the availability control check. Therefore, use the PURCHASE ORDER business transaction group for the check and, if necessary, don't allow account assignments to be changed for the goods receipt posting.

The tolerance limit settings for projects with the budget profile 130001 illustrated in the example in Figure 3.7 result in a warning message (Action 1) being issued each time a purchase requisition is posted (business transaction group 00), which leads to more than 90% of the available budget being consumed. If purchase requisitions exceed the available budget, the system reacts by issuing an error message and therefore prevents the purchase requisitions from being posted (Action 3). All other business transactions only result in a warning message being issued and an email being sent to the corresponding person responsible in the project (Action 2) if the budget is exceeded.

Example for defining tolerance limits

For the availability control, you specify in the budget profile of a project which budget is to be used as the basis for the check, in which currency you want the availability control to be implemented, and when the availability control should actually be activated. Depending on the budget profile settings, you can perform the availability control check against the current, still distributable total or annual budget or, (if you are working with budget releases) against the released, overall, or annual budget that can still be distributed.

Settings in the budget profile

Just as with the consistency checks for budgeting, you can also carry out the availability control either in the CO area currency of the project or in the object currency of the WBS elements. However, the latter only works if the object currency within the project is uniform; in other words, it is the same for all WBS elements of a project. Using the object currency for the availability control is particularly relevant if you have also carried out the budgeting in the object currency. The postings on the project will mainly be entered later in the object currencies, or in

Currency of availability control

foreign currencies, and you will have to anticipate widely fluctuating exchange rates between the object and foreign and CO area currencies.

You can use two options to activate the availability control for a project. If you select setting 1 (AUTOMATIC ACTIVATION DURING BUDGET ALLOCATION) in the ACTIVATION TYPE field of the budget profile (see also Figure 3.1), the availability control for a project is automatically activated when you enter a relevant budget. If you want the availability control to check funds against the current budget, the activation already takes place when the original budget is distributed. If you want the check to reference the released budget, the availability control is only activated automatically once you have released the budget.

> **[+]** **Automatic Activation During Budget Allocation for WBS Elements without Budget**
>
> Suppose you want to use activation type 1, but also plan on activating the availability control, even though you don't yet want to distribute or release any budget. In this case, perform budgeting or release a budget (the availability control is activated) and then immediately return the budget again (the availability control remains active).

If you select activation type 2 (BACKGROUND ACTIVATION) in the budget profile, you can either manually activate the availability control in the background, or this can be done automatically by the system. You can manually activate the availability control of a project in Transaction CJBV. To activate the availability control automatically, define a job in Transaction CJBV for all relevant projects, which regularly checks in the background whether the funds of the projects exceed the usage level specified in the budget profile. If this is the case, the availability control is activated automatically for the corresponding projects.

If you don't want to use the availability control function for managing budgets for projects, you can select activation type 0 (CANNOT BE ACTIVATED) in the budget profile. Selecting this setting means that you cannot activate an availability control manually or automatically. However, you may also need to deactivate an availability control that is already active. To do this, you can use Transaction CJBW in the SAP Project System menu. If you only want to exclude individual WBS elements of a project from the availability control, you can define a user status that

does not allow the Availability control business process (see Chapter 1, Section 1.6) and set it in the corresponding WBS elements.

In Transaction CJ30 or CJ31, you can call information about the availability control and conduct a detailed analysis of the budget values already available and still distributable and all relevant Customizing settings (see Figure 3.8). If, in the case of an active availability control, you make changes later to relevant Customizing settings of the budget profile, tolerance limits, exempt cost elements, or the order value update for the project, you should reconstruct the availability control for all affected projects in Transaction CJBN. You will find more useful information about availability control in SAP Notes 178837, 165085, and 33091.

Availability control analysis
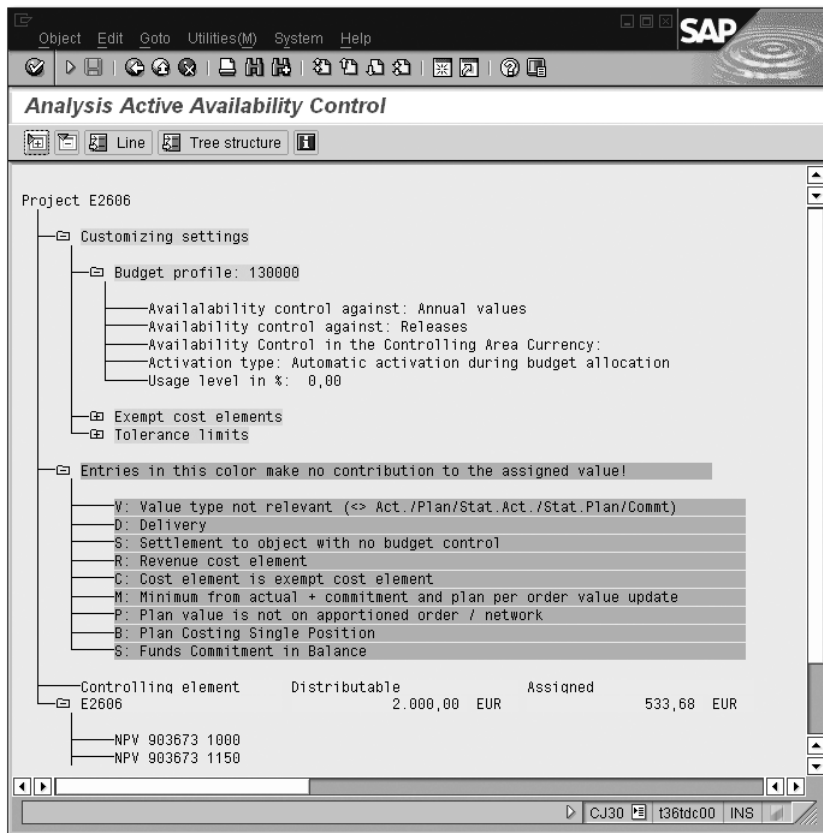
Figure 3.8 Analysis of Availability Control in Transaction CJ30

[◉]   **Budgeting Functions in SAP Project System**

In SAP Project System, you can distribute budget values hierarchically to WBS elements of your projects. Depending on requirements, you can distribute budgets as overall budgets, fiscal year budgets, or releases of less than one year. You can use budget updates to make subsequent changes to your budgeting. The availability control ensures that the system automatically issues warning or error messages, or sends email to the relevant project managers when specific tolerance limits of the budget values are exceeded.

3.2 Integration with Investment Management

If several projects split budgets, or if you want other plans that are not mapped using projects to be taken into account when budgets are allocated, an isolated consideration of individual project budgets is not sufficient. However, you cannot manage a budget across projects simply by using the aforementioned SAP Project System tools. Nevertheless, by using the integration of SAP Project System with Investment Management in the SAP system, not only can you plan, distribute, and monitor budgets of projects, you can also do this simultaneously for the budget values for internal or maintenance orders at a higher level.

Investment programs

Investment programs in Investment Management form the basis for the comprehensive planning and budgeting of costs for a company's plans or investments. When you create investment programs, you make an assignment to a *program type* in each case, through which the system automatically derives default values and control parameters. Investment programs consist of an *investment program definition* with general specifications and default values for the entire program and hierarchically arranged *investment program positions*.

You can structure investment programs based on any criteria, such as geographical factors, the size of the plan, or the organizational setup of your company. After you create the structure of an investment program, you can use this structure to plan costs hierarchically and to allocate budgets. Figure 3.9 shows an example of the structure of an investment program and budget values that were distributed at different levels for the programs involved.

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