



## Module 2: Project Schedule Management

This module we'll focus on work breakdown structures and control accounts.

*What does Project Schedule Management mean to you or in a current project you are working on?*



# Module 2

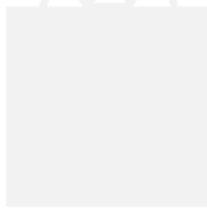
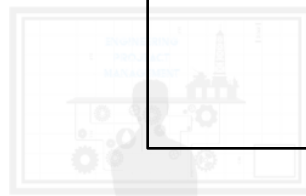
## Learning Objectives

- Define a work breakdown structure
- Create a work breakdown structure
- Define work packages
- Create a work breakdown structure with work packages
- Define a WBS Dictionary
- Define control account

### In last module we discussed:

- Defining a Project Scope based on stakeholder needs
- Developing a Scope Management Plan based on the approved project scope
- Identifying the key requirements and deliverables needed to be collected and analyzed to complete the plan
- Reviewing a Scope Validation Process
- Developing a Scope Control plan
- Developing a scope change management plan

Your Notes:



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## What is a WBS?

### What is a work breakdown structure?

A work breakdown structure is a hierarchical breakdown of a project into manageable pieces, the smallest of which is called a work packages and defines the scope of the project. Packages are typically assigned to project team members.

This is structured in the way the work will be a done and should consider scheduling, contracts, technical requirements.

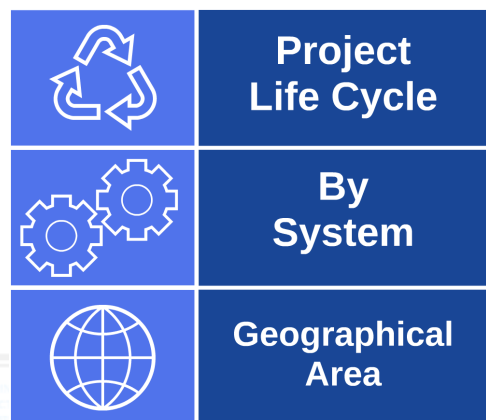
Provides the basis for future planning, budgets, allows the tracking of performance and company objectives

### What are WBS useful?

- Easy to understand
- Decomposes a project into manageable components and categories--Breaks work into manageable “chunks”
- Uses a tiered hierarchy
- Identifies the terminal work package
- The key starting point for project planning
- Often required as part of the statement of work (SOW)
- Can be activity-oriented or deliverable- oriented

### Types of WBS

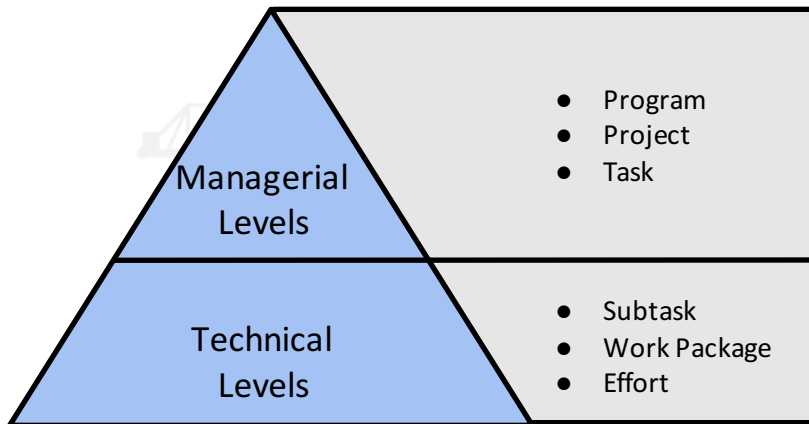
- 1) **Project Life Cycle** - Broken into phases based on sequence in the life cycle
- 2) **By System**- Organized based on a complete system
- 3) **Geographic Area**- This is used when multiple sites or physical locations exist in the project



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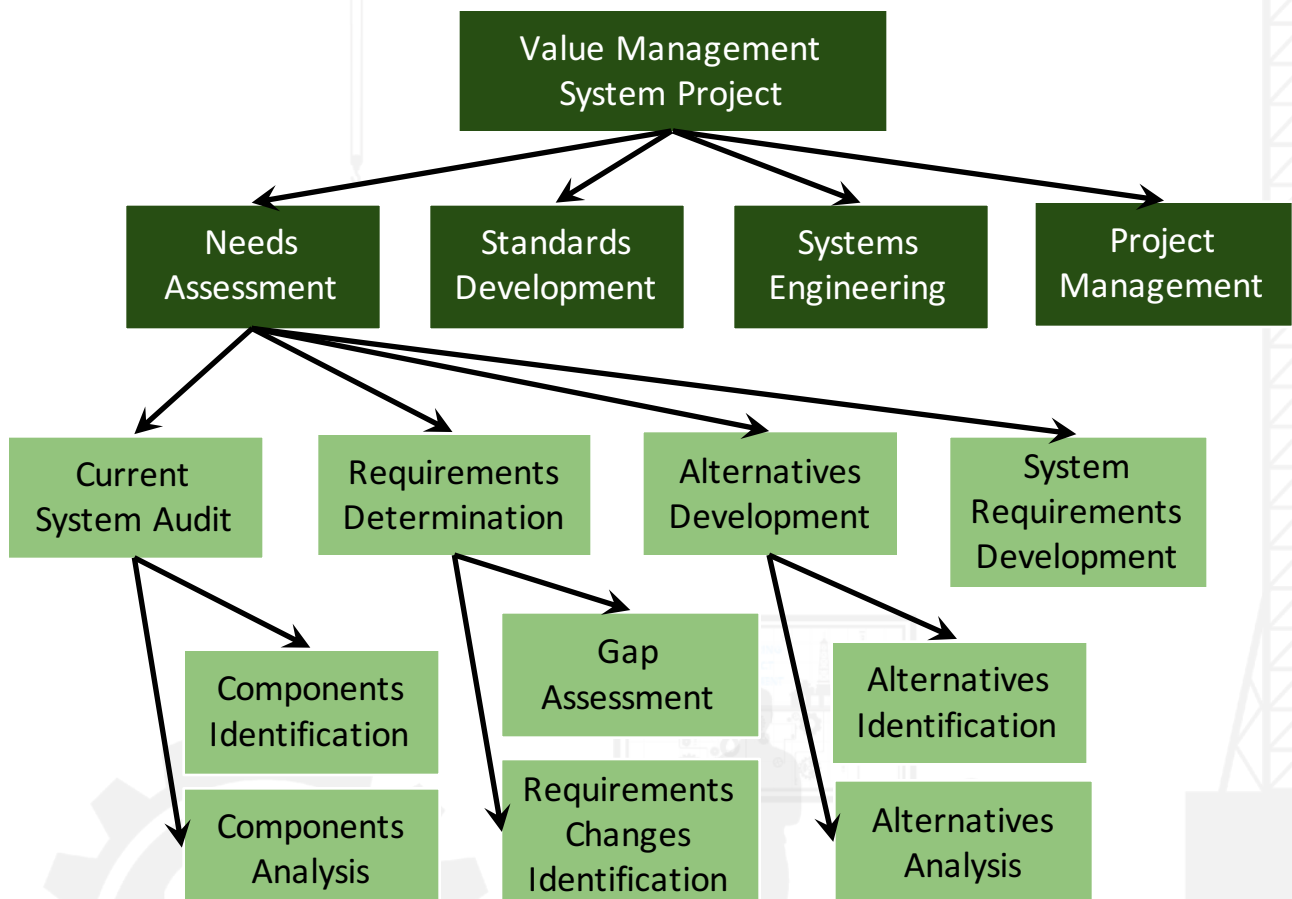
## What is a WBS? *Continued*

Different Levels of WBS



Your Notes:







Work Breakdown Structure



# Module 2

## What is a WBS? *Continued*

### Tips for creating a WBS

100-200 Work packages	Deliverables
8/80 Rule	8 Hours a day or 80 hours for a project
	
	Templates 
Not more than 5-9 jobs at one level	
	Jobs should be similar <b>size and complexity</b>
Provide a sense of progress	

Notes:

*Think of a time you've utilized a WBS, were these guidelines or tips followed? If not, think about how that WBS could have improved by using the above tips:*

# Module 2

## Work Packages

- A work package is the smallest piece of work in a project.
- Work packages are assigned to an individual who is accountable for that package.
- Help identify the types of resources necessary
- Must be detailed enough to identify the resources necessary
- Create the RAM (Responsibility assignment matrix) once WBS done
- Levels of Individual Responsibility: Responsible, Accountable, Consulted, or Informed

Other things to consider regarding work packages:

- Assigning responsibility
- Estimate the resources and costs associated with those resources
- Develop plans to mitigate risks
- How to measure performance and completion

### WBS Dictionary:

The document that provides details about each component of the WBS.

Can include:

- Description of work
- Assumptions
- Schedules and milestones
- Resources required
- Cost estimates

Notes:

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## Steps for Creating a WBS

### WBS Buildup: Example - Develop an electric car

First create a list of tasks such as:

- Raise Funds
- System Design
- Event
- Purchase Material
- Engage Stakeholders
- Rent Equipment
- Engagement Specialist
- Reconcile Accounts and Finalize Payments
- Develop Scope and Plan
- Complete Assembly
- Disassemble Car
- System Design
- Component Testing
- Track Testing
- Travel

Notes:

#### 1. Initiating

1.1 Develop Scope and Plan

1.2 Engage Stakeholders

1.3 Raise Funds

#### 2. Planning

2.1 System Design

2.2 Cost Estimate

2.3 Approvals

#### 3. Construction

3.1 Purchase Material

3.2 Rent Equipment

3.3 Engagement Specialist

3.4 Complete Assembly

#### 4. Construction

4.1 Component Testing

4.2 Track Testing

#### 5. Competition

5.1 Travel

5.2 Event

#### 6. Close Out

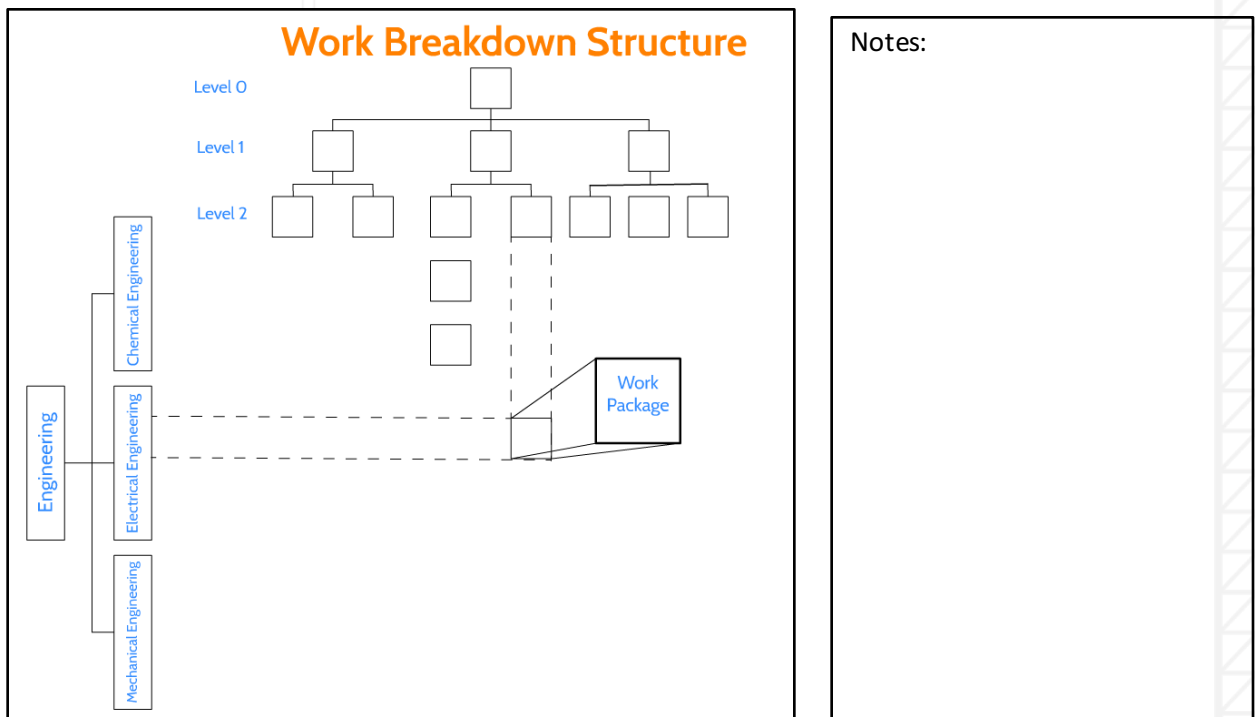
6.1 Disassemble Car

6.2 Reconcile Accounts and Finalize Payments

# Module 2

## Control Account

- A management control point where the project is analyzed against scope, budget, actual cost and schedule to determine if the project is on track.
- Typically include one or more work packages which are tied to one control account.
- How do you decide which account to use—project org structure based on responsibility
- Function or product line
- One technique that may help tie an account to a work package is by looking at the same package from two different angles: The WBS and the Org. Structure.



As you can see by looking at this example WBS and Organizational Chart—you can easily see the work package and the department that that work falls under—this helps identify who oversees the account and where it sits in the organization. By doing this, you can monitor the costs associated with the project and track the progress of the project.



# Module 2 Conclusion

## Modules objectives:

- ☐ Define a work breakdown structure
- ☐ Create a work breakdown structure
- ☐ Define work packages
- ☐ Create a work breakdown structure with work packages
- ☐ Define a WBS Dictionary
- ☐ Define control account

## Module Assignments:

- ☐ Peer Review: WBS Assignment
- ☐ Discussion: Kaz and Tom weekly conclusion
- ☐ Quiz: End of Module 2 Quiz

*Summarize this Module and jot down how you will personally use this material:*

