



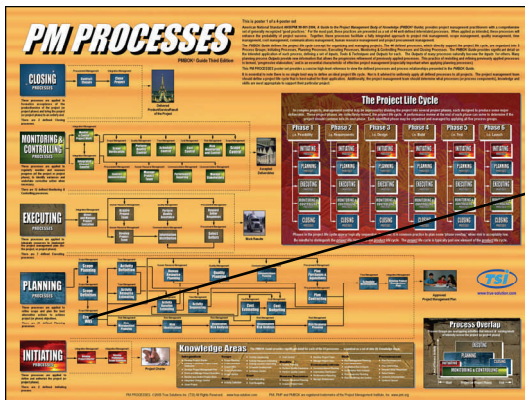
## Applying the Create WBS Process

Experienced project managers understand it is simply not possible to manage an entire project. Instead, they break the project down into manageable sized pieces ... then manage the pieces. The Create WBS process facilitates this goal by decomposing (subdividing) major project deliverables into smaller, more manageable components.

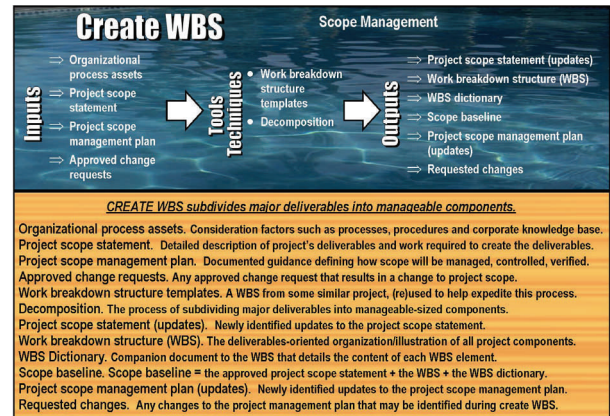
Create WBS is typically the first process we apply after our project scope statement and project scope management plan have been developed.

The primary deliverable (*Output*) from the Create WBS process is the work breakdown structure (WBS). The WBS may be the most important tool you have as project manager. When properly developed, the WBS illustrates all of the work elements that define your project and will serve as the basis for most planning activities from this point forward.

The WBS will document all the work required to successfully complete your project. Your WBS should identify *all* of the work required ... and *only* the work required ... to successfully complete your project. Carefully defining and managing your project scope with the WBS will help to eliminate uncontrolled “scope creep.”



Effective application of the Create WBS process is critical to project success.



## Create WBS Must Know Concepts

1. “The Create WBS process is intended to subdivide (decompose) major project deliverables into manageable sized components.”
2. “Effective application of the Create WBS process is critical to project success.”
3. “The primary deliverable (*Output*) from the Create WBS process is the work breakdown structure (WBS).”
4. “The WBS may be the single-most important project management tool.”
5. “The WBS serves as the basis for most subsequent planning activities.”
6. “WBS deliverables should be decomposed (subdivided) to a level where adequate cost and duration estimates are possible.”
7. “The WBS should be subdivided to a level where acceptance criteria can be easily defined and the work can be effectively assigned, managed and measured.”
8. “There is no predefined limit to the number of sublevels in a WBS.”
9. “The WBS has no time frame. It defines work only.”
10. “The lowest level elements of the WBS are termed, work packages.”
11. “Work packages should require no more than 80 hours to complete. This is known as the 80 hour rule.”
12. “Detailed work package descriptions are often documented and collected to form a WBS dictionary.”
13. “The WBS can serve as an excellent communication tool, clearly illustrating the total scope of project work to stakeholders.”
14. “Although there is no time associated with a WBS, the first level of decomposition often somewhat defines the project life cycle.”
15. “The detailed project scope statement, the WBS and the WBS dictionary combine to form the project scope baseline.”

