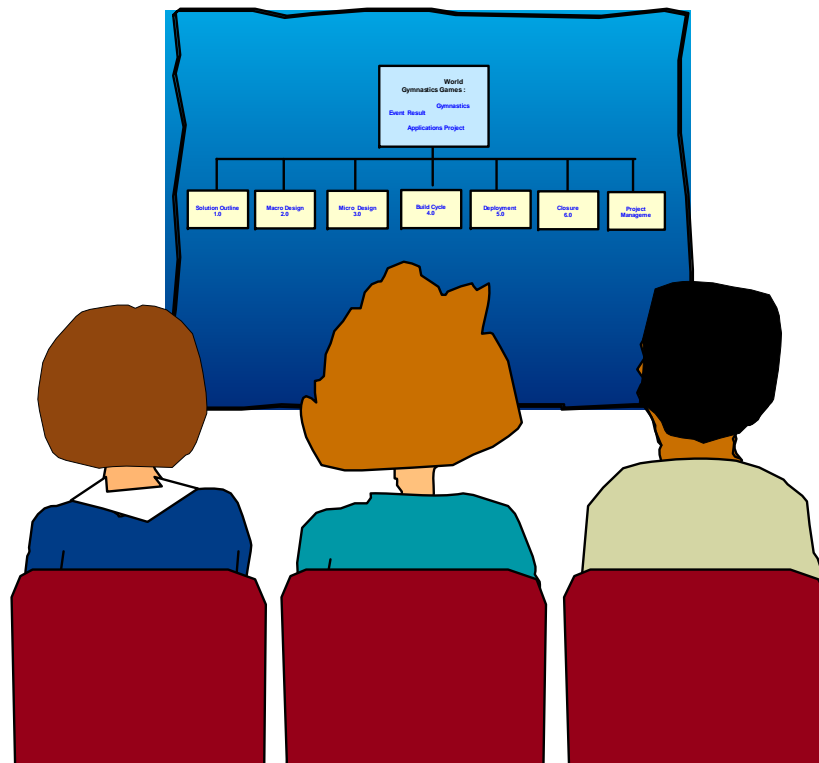


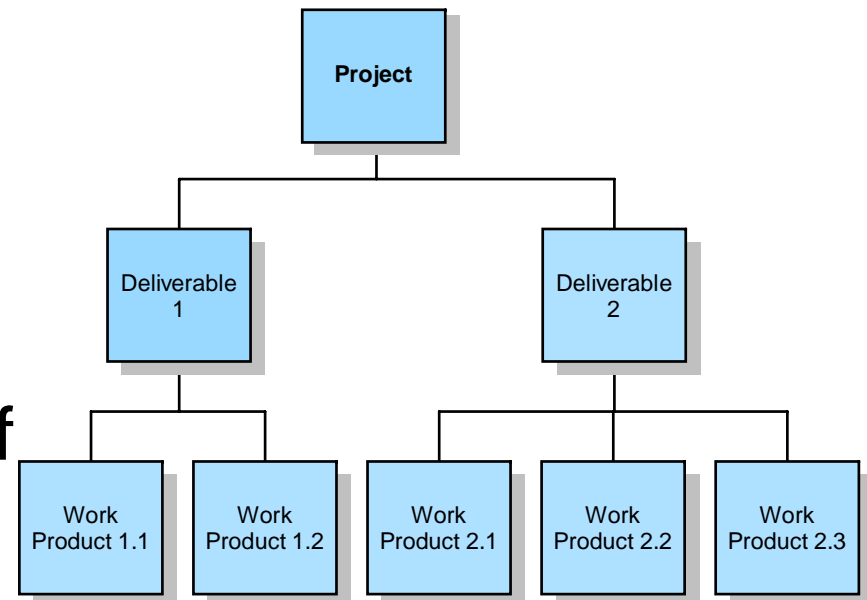
Creating Hierarchical Decomposition Structures

Module 4



Discussion

- What does decomposition mean?
- Why do we do it?
- What is the function of the PBS, WBS, and OBS?



Creating Hierarchical Decomposition Structures

Purpose: Gain practical experience building a WBS

Process:

1. Read the Case Study 4-1 and review any previous documents
2. Identify all major product deliverables for your project.
3. Create a combined PBS / WBS for your project deliverables.
4. Review the PBS / WBS as a team to ensure its completeness.

Participation: Teams led by the Project Manager

Product: Completed PBS/WBS

Be prepared to present your PBS/WBS to the class.



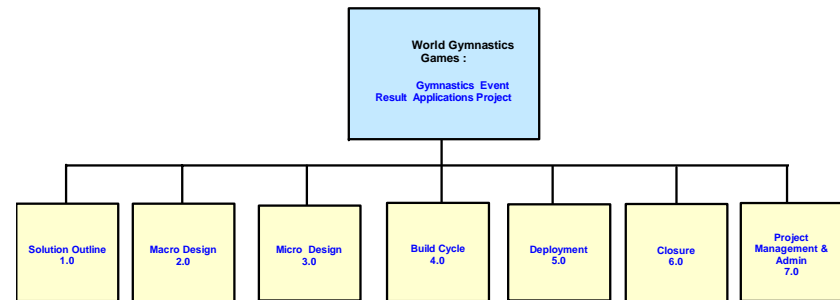
Activity Suggestions

Start with two blank easel pages taped together

Use table as working area so everyone can participate

Conventions:

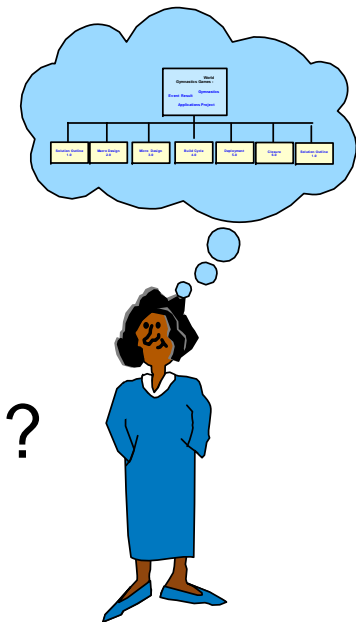
- WBS Name in every box
- WBS Number in every box
- Use "noun" and "verb" test to help with proper context
- Draw lines
- PM presents team process and high-level structure



Post on wall

Debrief

- On your projects, do you find a WBS helpful?
- Who usually creates the WBS?
- What happens when you do not spend enough time creating a complete WBS?
- Should you update your WBS when a change is accepted on the project?



Scope is realistic and managed



Healthy Signs

- Evidence of healthy negotiation
- Lengthy issues log
- Written agreements
- Scope documents are compiled and readily available

Unhealthy Signs

- “Issue” is a bad word
- Not clear what documents define scope
- Confusion over scope document versions and updates

1. Scope management plan is implemented.
2. Organizational, system, and geographic boundaries are appropriately defined.
3. Scope exclusions/assumptions are clear.
4. Proposed/agreed changes to terms are appropriately reflected in costs, schedules, and responsibilities.

Seven Keys Assessment

Purpose: Practice reviewing the health of the project using the Seven Keys

Process: See the diagram.

- Record status
- Think about issues & actions

Participation: Teams led by Project Manager

Product: Status, issues, and actions for Scope, Stakeholders, Business Benefits, and Team

Time allowed 5 Minutes

Seven Keys Assessment Worksheet

- Red - Urgent - Corrective action required immediately.
- Yellow - Warning - corrective action required in the near term.
- Green - Stay the Course - no corrective action required.

Project Name:	Interviewee:	Date:	Interviewer:
Key and Criteria	Noted Issues	Heads Up Display	Proposed Actions
Stakeholders are Committed	➤	Red Yellow Green	➤
Business Benefits are Being Realized	➤	Red Yellow Green	➤
Work and Schedule are Predictable	➤	Red Yellow Green	➤
Scope is Realistic and Managed	➤	Red Yellow Green	➤
Team is High Performing	➤	Red Yellow Green	➤
Risks are Being Mitigated	➤	Red Yellow Green	➤
Delivery Organization Benefits are Being Realized	➤	Red Yellow Green	➤

PM Feedback

After the case study exercise:

- The PM describes what went well
 - The team describes what went well
 - The PM describes what could have been better
 - The team describes what could have been better
 - Hand the feedback forms to the PM
-
- After providing the PM feedback. Document your lessons learned on page 34 of the Learning Log.
 - This should include any changes that you plan to make in your daily work as a result of this exercise.

