



The Work Breakdown Structure

Work Breakdown Structure Reference Guide

Roger Fournier



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Work Breakdown Structures Eric S. Norman, Shelly A. Brotherton, Robert T. Fried, 2010-09-23 Understand and apply new concepts regarding Work Breakdown Structures The Work Breakdown Structure WBS has emerged as a foundational concept and tool in Project Management It is an enabler that ensures clear definition and communication of project scope while performing a critical role as a monitoring and controlling tool Created by the three experts who led the development of PMI's Practice Standard for Work Breakdown Structures Second Edition this much needed text expands on what the standard covers and describes how to go about successfully implementing the WBS within the project life cycle from initiation and planning through project closeout Filling the gap in the literature on the WBS Work Breakdown Structures The Foundation for Project Management Excellence gives the reader an understanding of The background and key concepts of the WBS WBS core characteristics decomposition representations and tools Project initiation and the WBS including contracts agreements and Statements of Work SOW Deliverable based and activity based management Using the WBS as a basis for procurement and financial planning Quality risk resource and communication planning with the WBS The WBS in the executing monitoring and controlling phases New concepts regarding the representation of project and program scope Verifying project closeout with the WBS Using a real life project as an example throughout the book the authors show how the WBS first serves to document and collect information during the

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