Breaking Work into Task-Sized Chunks

Chapter 4
What exactly are you going to do?
Exercise

0 Find a partner
0 Can I deliver any 1?
   0 What is the impact on the other 2?
0 Can I deliver any 2?
   0 What is the impact on the 3rd?
0 Can I deliver all 3?
   0 What are the challenges?

Lesson: Pick any 2!
Scope refers to all the work involved in creating the products of the project and the processes used to create them.

A deliverable is a product produced as part of a project, such as hardware or software, planning documents, or meeting minutes.

Project scope management includes the processes involved in defining and controlling what is or is not included in a project.
Question

0 What do you say when the CEO tells you that they would like you to add a new feature to the system you have been developing for him?

0 What do you say when an accounts payable clerk tells you the exact same thing?

0 What is “change control”? 
What are “requirements”?

A **requirement** is “a condition or capability that must be met or possessed by a system, product, service, result, or component to satisfy a contract, standard, specification, or other formal document” (PMBOK® Guide, 2008)

It is important to use an iterative approach to defining requirements since they are often unclear early in a project
Relative Cost to Correct a Software Requirement Defect

What is “scope verification” and why do we do it?

It is very difficult to create a good scope statement and WBS for a project.

It is even more difficult to verify project scope and minimize scope changes.

**Scope verification** involves formal acceptance of the completed project scope by the stakeholders.

Acceptance is often achieved by a customer inspection and then sign-off on key deliverables.
Carving up the projects work into a hierarchy of progressively smaller chunks until you have bite-sized pieces.
What are “work packages” and “summary tasks”?

Work packages – smallest units of work which you assign to people to complete.

Summary tasks – grouping of related tasks that together, complete a higher level task.
What do we mean when we say the WBS allows us to:

- Improve estimates
- Keep the team focused
- Assign work to resources
- Keep the project on track
What problems do you encounter if work packages are too large?

What problems do you encounter if work packages are too small?

Too large
1. So large that team members don’t exactly know what it includes
2. Describe the company that makes casino games...would get to the end of a 24 month task just to find out that they were only 10% complete.

Too small
1. Micromanagement is a pain in the ass.
Is it a good idea to “borrow a WBS”?

Yes! The best PMOs and PMs have a library of templates that they use and reuse, refining them each and every time.

Reuse the WBS from similar projects.

If anyone else has worked on a similar project, leverage their knowledge to help you create the WBS.

Utilize the templates that come with MS Project (last choice)
What do we mean when we say we’re going to build the WBS from the top-down?

Start with the scope document. Decompose (that is, break down) the project by:
1. The deliverables you need to produce
2. The milestones you need to accomplish
What do we mean when we say we’re going to build the WBS from start to finish?

Talk about the SDLC and the phases. Start with a template that has summary tasks for planning, analysis, design, implementation and support and then fill in the details for the specific project.
What do we mean when we say we’re going to build the WBS from the bottom up?

Nobody really uses this unless the project is so small that it is trivial
Exercise

Practice creating a WBS for the scenarios described by your instructor

How to make cookies

Changing all of your tires and gassing up your car.