

# SD5953

## Successful Project Management

### **REVIEW 05**

School of Design

The Polytechnic University of Hong Kong

# IMPORTANT

Please sit with the members  
of your final group project

# Graham Leach, Instructor



[www.graham-leach.com](http://www.graham-leach.com)

[polyusd5953@gmail.com](mailto:polyusd5953@gmail.com)

# Wikipedia - Work Breakdown Structure

- A Work Breakdown Structure (WBS) is a deliverable-oriented decomposition of the elements of a project into ever smaller components. It is used to group and relate the elements that compose a project to reveal underlying relations.
- The WBS helps to provide a framework for further Project Management related work, like cost estimating, schedule development, structuring, sequencing and project control.
- A WBS element may be related to a product, data or a service.

[http://en.wikipedia.org/wiki/Work\\_breakdown\\_structure](http://en.wikipedia.org/wiki/Work_breakdown_structure)

# WBS Element Attributes

Four attributes common to every WBS element are:

1. It directly relates to the **Scope** of the project.
2. It falls between the **Start** and **End** time of the project.
3. It is paid for from the **Budget** of the project.
4. It utilizes the **Resources** assigned to the project.

[http://en.wikipedia.org/wiki/Work\\_breakdown\\_structure](http://en.wikipedia.org/wiki/Work_breakdown_structure)

# A WBS Organizes Work Packages

A **Work Package** exists at the lowest level of a project, at the ATOMIC level. ATOMIC tasks cannot be further decomposed. They live inside the WBS deliverable network “boxes”. They must be:

- In accordance with the WBS “Sanity Checks”
- Capable of producing a measurable deliverable
- Able to be realistically and confidently estimated

[http://en.wikipedia.org/wiki/Work\\_breakdown\\_structure](http://en.wikipedia.org/wiki/Work_breakdown_structure)

# The ATOMIC Task

- An ATOMIC task cannot be decomposed further without losing information. To protect from this, ensure that your decomposed tasks always meaningfully answer **THE W5**:

**Who**

**What**

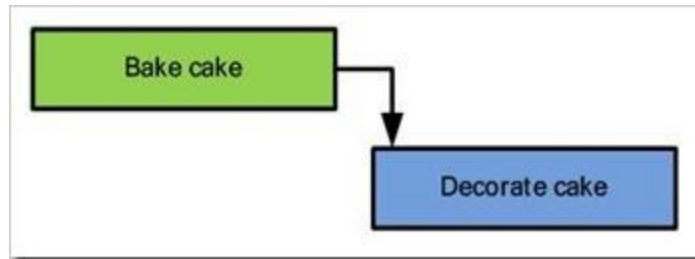
**When**

**Where**

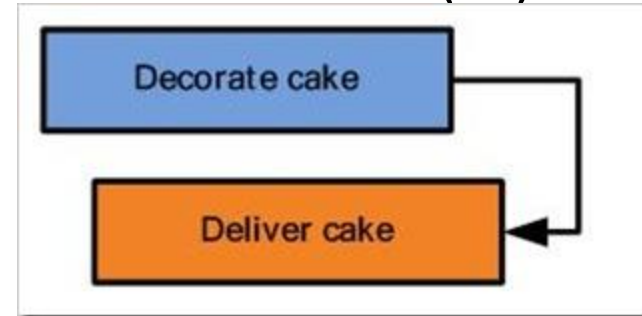
**Why**

# Predecessors and Successors

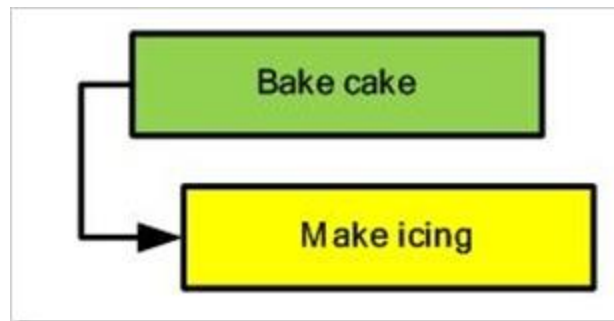
## Finish-to-start (FS)



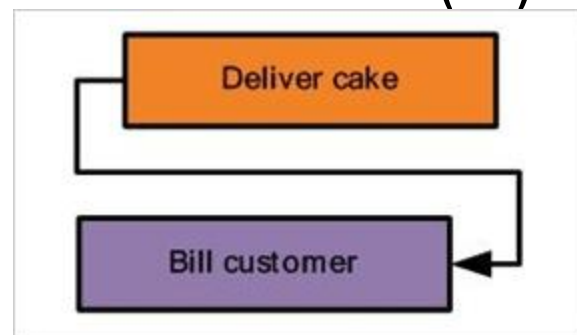
## Finish-to-finish (FF)



## Start-to-start (SS)



## Finish-to-finish (FF)

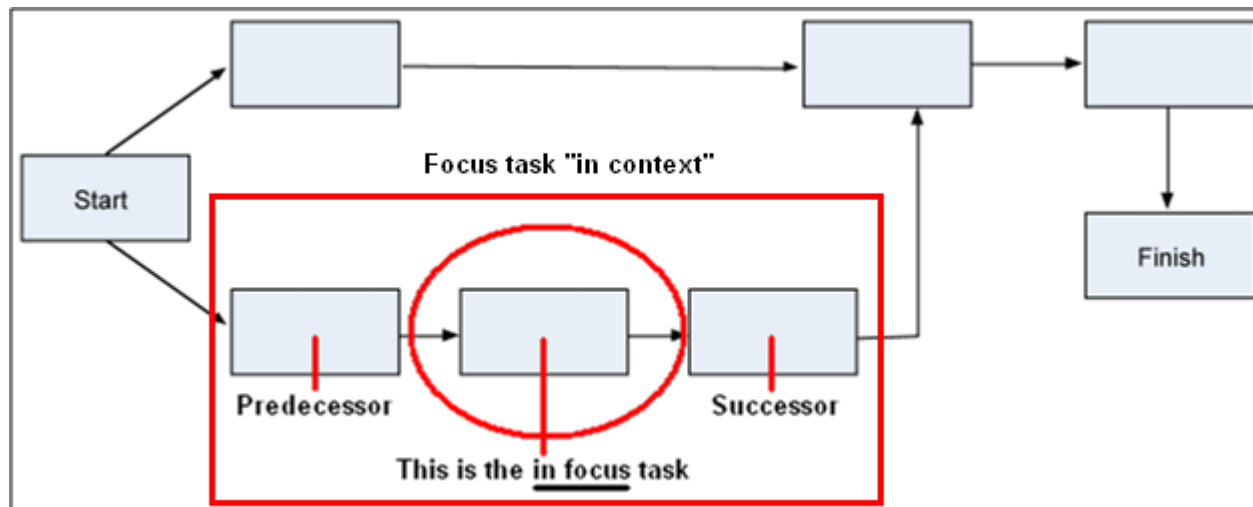


<http://blogs.msdn.com/b/project/archive/2008/07/29/back-to-basics-understanding-task-dependencies.aspx>



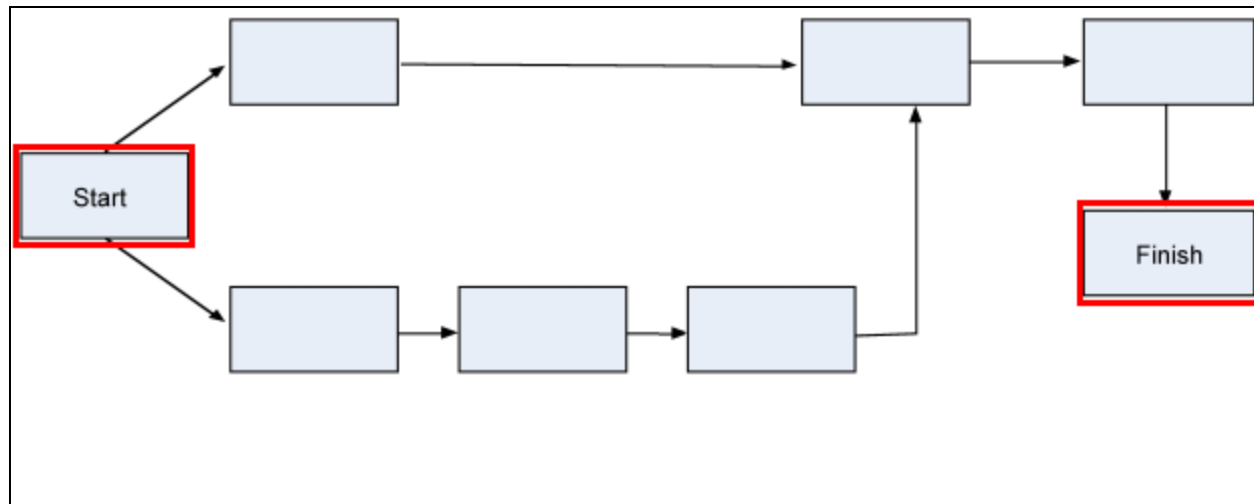
# Looking at a Focus Task “In Context”

- A Focus task is taken “in Context” when it is examined along with the implications of its Predecessor and Successor.



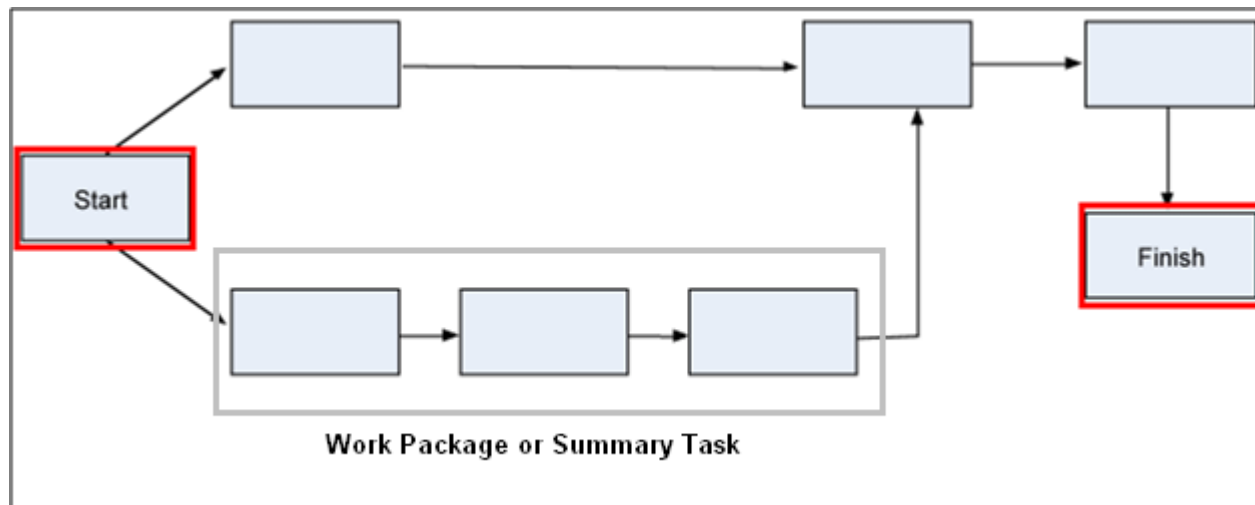
# Special Cases - Part 1 (Start & Finish)

- Only the Start and Finish events may be missing a Predecessor or a Successor, respectively.
- Technically speaking, they are not tasks. They are notations.



# Special Cases - Part 2 (Summary Tasks)

- Summary Tasks (or Work Packages) are used to organize tasks into “chains of tasks” that can be assigned on a macro basis.
- Technically speaking, they are not tasks. They are notations.

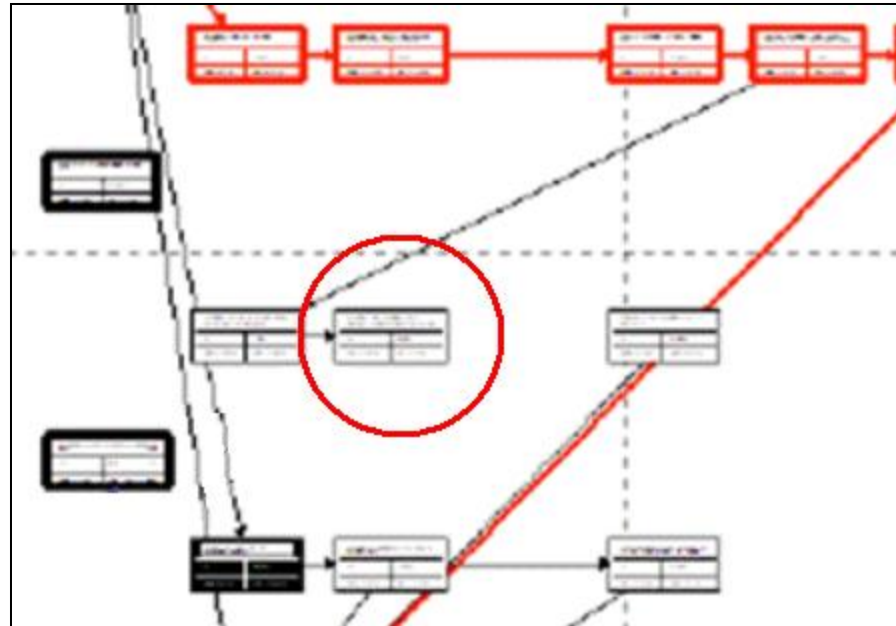


# A Danger: Dangling Tasks

- A dangling task is a task which has no successor. Only the SCOPE is allowed to have no successor, so you can think of a dangling task as an unintentional “dead end” in the project.
- Dangling tasks negatively impact the ability of MS-PROJECT to work properly because it looks to the software like there are two “ends” to the project, which is technically impossible.

# How to Find Dangling Tasks

- Dangling Tasks can be hard to spot in the default view, so the easiest way to find them is to switch to the network diagram.



VIEW | NETWORK DIAGRAM

# Thank You