

# REQUIREMENTS, TO THE WBS, TO SCHEDULES

## GETTING TO REALISTIC SCHEDULES

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### COURSE SUMMARY

Question: How can our project teams prepare more realistic, usable project plans and schedules? Answer: With the appropriate use of some basic processes and tools – a thorough and thoughtful Work Breakdown Structure, the Estimating techniques that fit the level of accuracy required as well as the quality and risk of the project, and the crafting of a Schedule that truly takes into account the desired quality, the plans for risk, and the scheduling best practices that help produce a reality-based plan.

In this course, students will learn how to take developed, clarified, and grouped requirements and convert them into a Work Breakdowns Structure (WBS). They will then take the WBS, turn it into a Precedence Network, apply Estimates, and develop a Project Schedule that is both realistic and usable for updating and tracking.

### SPECIFIC COURSE OBJECTIVES

- ◆ Go from fully developed requirements through the process of creating a work breakdown structure (WBS) to the lowest level tasks
- ◆ Understand and the pre-defined processes and best practices used to develop a detailed WBS and use them in a practice environment
- ◆ Learn about the types of task dependencies (hard, soft, external), dependency relationships (finish-to-start, etc.), and best practices around ordering the tasks from the WBS to create a logically-ordered precedence network (or network diagram)
- ◆ Review the techniques used to estimate projects and project tasks, when and how to use the various techniques, and the difference between effort and duration
- ◆ Discuss additional elements crucial to understanding how to more effectively and realistically estimate effort and duration. Also become aware that estimating and planning continues throughout the project execution/delivery phase.
- ◆ Understand how to apply resources to tasks and the considerations estimators must be aware of when applying those resources prior to and during scheduling
- ◆ Learn additional techniques – such as PERT duration estimating, schedule contingency buffer, and others – to help account for risk and “uncertain reality”
- ◆ Obtain a better understanding of the critical path, the resource critical path, critical chain scheduling, and why the critical path is so important in mitigating project risk
- ◆ Discover what milestones are, how to apply them to your project schedule, and how tracking to milestones can be effective in performance measurement and communications

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- ◆ Gain an understanding of how to incorporate the plan and estimate elements into an overall project budget (note: detail on this topic will vary by customer)
- ◆ Discuss what it means to baseline a project plan/schedule, how to do it, and why it is important to project performance – not just for this project, but for future projects
- ◆ Review schedule optimization techniques such as schedule compression, crashing, fast-tracking, and scope and/or budget modification
- ◆ Using an integrated case study, create each of the following team project deliverables in a team project simulation environment:
  - a. Major Deliverables
  - b. Work Breakdown Structure
  - c. Network Diagram and Critical Path
  - d. Effort, Duration and Resource Estimates
  - e. Milestones
  - f. Completed, Baselined Project Schedule

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This 2- to 3-day advanced course teaches participants to take an understanding of requirements and project scope and convert them first to a detailed Work Breakdown Structure and then to ultimately translate that WBS to a working Project Schedule. The instructor will use a mix of lecture with some practical lab work and discussion. DIDEX, LLC is certified as a Global Registered Education Provider (R.E.P.) and grants 14-21 Professional Development Units (PDUs) for this course.

Note: we encourage our customers to work with us to customize our courses for a more effective, meaningful delivery.

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