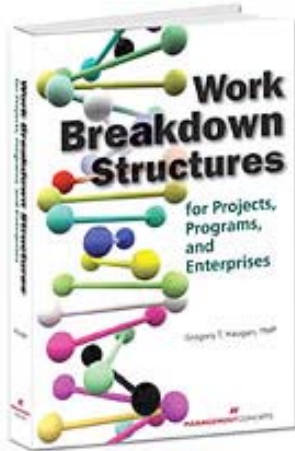


PM World Today Book Review



Book Title: *Work Breakdown Structures for Projects, Programs and Enterprises*

Authors: Gregory T. Haugan

Publisher: Management Concepts

List Price: US\$52.00

Publication Date: 2008

ISBN: 978-1-56726-228-5

Reviewer: Rolanda Gregory

Review Date: November 2008

Introduction to the Book

Gregory T. Haugan's Work Breakdown Structures for Projects, Programs, and Enterprise provides an insightful look into the intricate details of decomposing work for any type of project.

Overview of Book's Structure

The book was written in a methodical process. It begins with the origins of the work breakdown structure process and how it was initially applied in government programs. The book goes on to fully discuss the purposes and importance of creating a WBS for each endeavor, the three various types of WBS encountered, how to implement the process, as well as software applications that can be used to make the process more efficient. Each chapter ends with a notes section of annotated works consulted and cited to write the chapter.

The author uses visual aides such as diagrams of examples of work breakdown structures to help illustrate points made throughout the book.

There are also many areas within the book where the author defines commonly used terms within the project management discipline as it relates to the WBS.

Highlights: What I liked!

The 100 Percent Rule, is a tool which I really appreciated. The rule states that if due diligence is taken to ensure that at each level 100% of the work is identified, then the overall WBS will represent 100% of all work to be undertaken to successfully complete the project. The book remained consistent with the idea that the work breakdown structure, once completed, contains each element of the scope. Any work package that is not included in the WBS is essentially out of scope.

I appreciate the fact that the author covered work breakdown structure software applications such as WBS Director. This information proved to be very useful.

I also like how the author highlighted additional areas in which the WBS is useful and critical, such as in creating the Statement of Work and Bottom-up Cost Estimating.

The discussion regarding the origins of the work breakdown structure process, project management and PERT was a nice addition.

Shortfalls: What was Missing!

The book was quite inclusive of the fundamental components of the work breakdown structure process, and its practical uses in corporate and government environments.

I believe the WBS Dictionary is an interesting idea, but in many cases it may not be feasible to draft such an article due to time constraints and effectiveness.

Who might benefit from the Book

Any project management practitioner could benefit from the book. It contains many practical uses, and can even assist project managers who experience issues with developing and controlling scope.

Conclusion

I would recommend this book to my peers. I believe the discussion on the principals of decomposing work and its benefits will prove advantageous to any practicing project manager. For more seasoned project and program managers, the book will serve as a nice refresher to the importance of the WBS.

About the Reviewer:***Rolanda Gregory***

Rolanda Gregory is Director of Project Management at MangoMOBILE, a wireless technology organization. She has successfully managed numerous multi-million dollar initiatives which were integral to her clients' success. With over 10 years experience in project management, Rolanda's goal is to formalize and enhance the project management practices at MangoMOBILE. Prior to joining Mango, Rolanda was a Senior Project Manager for imc² and Agency.com, where she led interactive web development programs for clients such as The Coca-Cola Company, Marriott Vacation Club, The Art Institutes and Sara Lee Foodservice. Rolanda Gregory holds both a Master of Science in Project Management and Master of Business Administration, along with a Bachelor of Arts degree in English. She also has obtained the Project Management Professional, PMP, designation from the Project Management Institute. Rolanda can be contacted by email at RGregoryPMP@yahoo.com.