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**Space systems — Programme  
management — Breakdown of project  
management structures**

*Systèmes spatiaux — Management de programme — Éléments de  
structures de gestion de projet*



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## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

ISO draws attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO takes no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at [www.iso.org/patents](http://www.iso.org/patents). ISO shall not be held responsible for identifying any or all such patent rights.

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 20, *Aircraft and space vehicles*, Subcommittee SC 14, *Space systems and operations*.

This second edition cancels and replaces the first edition (ISO 27026:2011), which has been technically revised.

The main changes are as follows:

- updated the normative references in [Clause 2](#);
- updated the terms and definitions references in [Clause 3](#).

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).

## Introduction

Space programmes, and the space systems developed by them, are complex, incorporate many different technologies, and can last for many years progressing through several different stages from conception to disposal or other disposition. When a space programme advances from one stage to another, substantial changes in the breakdown of project management structures, hereinafter collectively called project breakdown structures, of the programme and the type and amount of resources required can occur; a programme is often composed of one or more projects. In addition, there can be attendant risks to either the success of the project or to the well-being of project equipment or to personnel. Well-regulated project breakdown structures can be an important factor in ensuring that all factors are ready for these changes through controlled changes to the project breakdown structures that form a framework for the project in each of the several different stages, and assist in ensuring that the risks are well understood and accepted. Use of this document as a basis for the framework of activities comprising the project, the necessary resources, controls, inputs, outputs, and results is intended to enhance communications between different organizations that participate in a project, and can assist in reducing costs and schedule of performing the project in each stage.

This document is intended to complement and supplement similar project breakdown structure processes, requirements and recommendations contained within ISO 14300-1, which serves as a higher-tier International Standard for this document and for such other space systems and operations International Standards that require formal project breakdown structures.



# Space systems — Programme management — Breakdown of project management structures

## 1 Scopes

This document specifies processes, requirements and recommendations for the breakdown of project management structures, collectively called project breakdown structures, in terms of the various specification (i.e. requirements), functional, product, work, cost, business and organizational breakdown structures that are established and implemented to contribute to the success of a space programme, which is often composed of one or more projects. It specifies the various types of project breakdown structures and gives processes, requirements and guidance concerning the composition of these breakdown structures.

This document is applicable to project breakdown structures for a project, including at the top level of a programme, i.e. level 0, as indicated in ISO 14300-1. It is intended to be used either by an independent developer as a partial basis for programme processes or as a basis for an agreement between a supplier and a customer.

This document also provides descriptions of the kinds of project breakdown structures that are commonly useful in contributing to the success of a space project. Other project breakdown structures not described in this document also often contribute to the success of a space project.

## 2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 10795, *Space systems — Programme management and quality — Vocabulary*

ISO 14300-1, *Space systems — Programme management — Part 1: Structuring of a project*

ISO 23462, *Space systems — Guidelines to define the management framework for a space project*

## 3 Terms, definitions and abbreviated terms

### 3.1 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 10795 and the following apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

#### 3.1.1

##### **breakdown structure**

framework for efficiently controlling some aspect of the activities of a *programme* (3.1.2) or *project* (3.1.3)