

“Project Management Using Earned Value”
Case Study Solution 2.3

2.3

C A S E

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WBS Element

Description

Solution

WBS Element Description

Example 1: This example provides no detail and would be of very little use even on the lowest risk projects. It even fails to refer the reader to where more detail might be found.

Example 2: This is considerably better than Example 1, but still lacks required detail. A good test is; "If something changes could it be determined from the description?" We could change all the dimensions, the sizes and the wall thickness; we could have a considerable impact on our project, yet use the same element description. One good aspect here is the exclusion of related work.

Example 3: While still not ideal, this example embodies most of the desired qualities of good work definition:

- A listing of specific design drawings is included on which specific work and boundaries can be identified
- A specific system description is referenced
- Related but excluded work is defined and the related element definitions are even identified

Still, a better job of defining element boundaries could have been done to eliminate any probable confusion.

Example 4: This example contains a lot of unnecessary design trivia which is of no use in the scope statement. It lacks the following necessary information:

- Definition of specific work included
- Where to go for more detail

It does contain better information about the element boundaries.

Example 5: This example is almost less valuable than Example 1. At least, Example 1 didn't waste time trying to count the number of drawings. This example does refer us to another document, the System Description, but does not specifically explain where the Extraction Steam System information can be found in it.