

HF710: Managing the Development of Information Products

Work Breakdown Structure (WBS) for the Concord Communications Web Site Redesign Project

Document Version 2.1

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Table of Contents

1.0	DOCUMENT INFORMATION	3
2.0	PROJECT DEFINITION	4
3.0	PROJECT DELIVERABLES	5
4.0	PROJECT QUALITY.....	5
5.0	PROJECT ASSUMPTIONS AND CONSTRAINTS	6
6.0	PROJECT RISKS	8
7.0	DEFINED PROJECT ACTIVITIES.....	11
8.0	PROJECT COSTS	14

1.0 Document Information

This section provides general information about this Work Breakdown Structure (WBS) document.

1.1 Revision History

The revision history will be one method used by the project team to keep track of WBS document modifications.

Document Version	Revision Date	Author	Description of Changes
1.0	03/17/01	Judith C. Blostein	Modify the WBS template version 1.0 based on input from team members for Assignment 3.
2.0	03/19/01	Judith C. Blostein	Modify the WBS template version 2.0 based on input from the team.
2.1	03/20/01	Jennifer M. Hocko	Minor edits and modifications to document formats.

1.2 Purpose

The purpose of this Work Breakdown Structure (WBS) document is to identify, organize and plan for the successful completion of the Concord Communications Web Site Redesign Project. Upon project completion, it will be used as planning input for our final report.

1.3 Scope

This WBS document is intended to help define the scope of the Concord Communications Web Site Redesign Project. Version 2.1 of this document will be used as a baseline for project activities, and will be modified as necessary using our team's established change management process.

2.0 Project Definition

This section provides a detailed description of the project definition arrived at by the Concord Communications Web Site Redesign Project team, now known as Waltham Interactive Design. The information in this section will be periodically accessed to ensure that the team remains on task.

2.1 Audience

The audience for this project is the management team of our client, Concord Communications, Inc., and the customers of Concord or other interested parties who use the Concord Communications, Inc. Web site. We are expecting that the Concord management team will accept our initial evaluation of Waltham Interactive Design to with interest, and are thus preparing content for inclusion in a formal Request For Proposal (RFP) document.

2.2 Web Site Redesign Issues

Waltham Interactive Design will use the evaluation we previously conducted to address:

- The user experience problems that exist on the Concord Web site
- The features that the site currently lacks

Our redesign effort is specifically targeted to address the information needs of a job candidate who is using the Concord Web site to prepare for an impending job interview. As previously noted, we assume that the candidate will be searching for job description and company information on the site.

To this end, Waltham Interactive Design will provide paper prototypes for the areas listed in the following table.

Paper Prototype	Business Issue Addressed
1. Home page	Main navigation metaphor and enhancement
2. Site map	High-level site enhancement for better content organization
3. Corporate merger	Consistency in terminology and labeling/information consolidation
4. News releases	Consistency in terminology and labeling
5. Job Opportunities	Consistency in terminology and labeling
6. FAQs	Consistency in terminology and labeling
7. Product Information	Missing information
8. About Us	Consistency in terminology and labeling/information consolidation

3.0 Project Deliverables

The final deliverables for the Concord Communications Web Site Redesign Project are as follows:

- A 10 – 12 page detailed hardcopy document that contains information about the Concord Communications Web redesign efforts according to the predefined project criteria, research, and any consultation of outside resources. This document will contain eight paper prototypes for a new site design, including a prototype for a new home page and site map, a brief section describing the rationale for the approach taken, and the final WBS (which includes related materials that define the team's task/responsibility structure or other planning items).
- A short presentation of the project team's findings. The presentation will focus on a walkthrough of the prototypes, a discussion of the project management issues for the assignment, including the PEAT results, the project time-on-task costs, and an evaluation of the knowledge management process used to develop the prototypes.
- The journals of each team member.

4.0 Project Quality

The team agreed on the following guidelines and standards to ensure project quality:

- The team selected our next dedicated project manager in adherence to the suggested rotation policy. We nominated Judy Blostein to this position.
- The team will participate in a weekly meeting scheduled every Sunday from 11AM to Noon by telephone conference call. The company Jen Hocko works for graciously donated telephone service. Other meeting times will be decided on an as-needed basis. Other possible methods of communication include the use of Yahoo Instant Messenger and other Web-based conference software.
- Agenda items for the weekly meeting will be mailed to the project manager by end-of-day on Saturday. The project manager will compile an agenda and email the team by 10AM on Sunday.
- Teamwork is our standard for all projects, and tasks for this project will be divided amongst members in an equitable fashion.
- Division of work will be based on expertise and interest. For example:
 - Bob volunteered his expertise in creating project plans and the use of Microsoft Excel, Microsoft Project, tables, and charts.
 - Jen and Judy volunteered their expertise in technical writing/editing as necessary.
 - Judy volunteered to compile the final bibliography, though each member of the team will maintain his or her own reference lists following the team's approved style.
- The focus of our initial research, as described in Section 2.0 Project Definition, will be periodically revisited to ensure the project is on course.
- The team will use the MLA style for our bibliography.

- Project tracking will be done in Microsoft Excel, and then possibly exported to Microsoft Project for graphing capabilities.
- The team will track time spent on project activities in a journal.
- Specific metrics to decide component quality will be defined in a later stage of the project.
- Each team member will install (or have already have installed) a virus protection software on the machines used for the project, and scan all transferred files.
- Each team member will utilize Microsoft Word's tracking feature to help manage document change control. Major revisions will be saved under new filenames.
- The team has used a peer review process that has evolved as the team has worked together. We e-mail each other with drafts of our work and provide comments as necessary.

5.0 Project Assumptions and Constraints

This section describes the assumptions and constraints that have been identified by the project team for the Concord Communications Web Site Redesign Project.

5.1 Assumptions

Assumptions for the Concord Communications Web Site Evaluation Project are broken down into a number of areas.

5.1.1 Evaluation Scenarios and User Profile

- While a full user and task analysis has not been conducted, the project team has conducted a thorough and detailed initial Web site evaluation of the Concord Communications, Inc. Web site.
- Our job interview candidate is college educated and computer literate (that is, knows how to surf the Internet and use it for research tasks).
- The specific tasks of this job interview candidate were defined in our prior report. The candidate uses the Concord Communications Web site to do the following:

Goals	Sub-Goals
Locate job description information	Required tasks for position
	Technology skills needed
	Benefits
	Future growth potential
Locate company information	Financial health
	Market
	Market position
	Technology direction
	Future growth potential

5.1.2 Management

- Questions will be answered and clarification provided in a timely fashion by management.
- Management will accept the team's project definition.

5.1.3 Resources/Team Members

- The members that currently comprise the project team will be available for the duration of the project.
- The team members will use Microsoft PowerPoint to draft the paper prototypes for the redesign project.
- All team members have access to computers with connections to the Internet.
- All team members are available for (at least) weekly team meetings via conference call.
- All team members will meet deadlines for intermediate deliverables.
- Team members have responsibilities outside of class.
- No one from team is a practicing usability engineer and/or interface designer.
- No one from team is experienced in financial analysis of companies.

5.2 Constraints

Constraints for the Concord Communications Web Site Evaluation Project are also broken down into a number of areas.

- Total project duration is 21 days.
- Paper prototypes are due 14 days into the project.
- Paper length and format is based on project assignment statement.
- Some memorandum analysis and/or conclusions may become outdated after submission.
- Communication lag time when using email and Yahoo instant messenger software.
- Availability of online sources of information, such as Internet connections.
- Access to the Concord Communications company Web site.

6.0 Project Risks

This section describes the risks identified by the project team for the Concord Communications Web Site Redesign Project, and provides information on the steps that will be taken to minimize these risks.

6.1 Staff

- Project team members may not always be available for meetings and/or project work, due to other work-related, school-related, and/or personal priorities that are unforeseen (sickness, death in family, and so on).
- Project team members might not have the experience necessary to complete both individual or collaborative project tasks.

6.2 Equipment/Materials

- It is possible that a project team member may misplace project materials and require additional assistance from other individuals.
- During the collaborative writing portion of the project, it is possible that multiple versions of the document may exist, potentially resulting in confusion, loss of data, and or requiring additional rework by the project team.

6.3 Client

This project may be negatively impacted if the client:

- Makes changes to the project requirements or otherwise modifies the assignment.
- Assigns other work during the course of the project duration.
- Adds or removes team members from the project.
- Fails to promptly provide answers to questions or clarifications.
- Does not provide timely reviews and feedback on interim project materials.
- Cancels class or is unable to provide team time during class, thus decreasing amount of time team has to work in a face-to-face collaborative environment.

6.4 Scope

- If the project team does not adequately define the project, there is a risk that there will not be enough time or resources available to complete it, or that some team members may do more or less than they planned on the project.
- If individual project team members stray from the project definition, there is a chance for scope creep to occur.

- If project team does not adequately estimate tasks, the time it takes to do tasks, or build in time for iterative review, there is a risk the project may not be completed on time.

6.5 Technology

- It is possible that at any time, access to required electronic materials may be temporarily lost. This applies in particular to Internet access for research, Web site evaluation, and/or communication tools such as email, instant messengers, and so on.
- Individual workstations housing project materials could potentially fail or become infected with a virus, resulting in loss of data.
- Final production of the report may be delayed due to printer or other hardware-related issues.

6.6 Delivery

- The team member who owns the final, hardcopy report may have difficulty getting to class on the due date or otherwise be unavailable to turn in the project.
- Due to unforeseen circumstances, it is possible that one or more project team members may be unavailable to deliver a presentation of the final project report.

6.7 Avoidance Measures/Contingencies

- If for some reason one member of the project team is unavailable to attend meetings or complete project work due to professional or personal circumstances, other team members will temporarily accept an increase in workload to help adhere to the project schedule, or else the schedule will be adjusted appropriately.
- Where project team members lack the experience necessary to complete a task, they will seek the assistance of a subject matter expert.
- Project team members will attempt to be responsible with materials that are in their possession. However, if one team member is lacking materials that negatively impact their ability to complete assigned tasks, s/he will immediately inform others on the team, who will photocopy or otherwise distribute the missing materials to the team member as soon as possible.
- The project team will always use Microsoft Word's change tracking feature to mark any revisions they make in a document that will become the final deliverable. Each major revision of the document (determined by the project team) will be saved under a new filename in the following format:

draft_report_MM_DD_YY.
- The project team will regularly question the client regarding changes that may impact the project assignment. If changes are made, the project team will re-evaluate the project and promptly inform the client of impacts to the project schedule and cost.

- The project team will work diligently to arrive at an acceptable, specific, and qualified definition of the project, and each member will adhere to the definition agreed upon by the group. If at any time a team member encounters an issue based on the project definition/scope, s/he will immediately bring it to the attention of the team, who will evaluate it and if necessary, make modifications. This arrangement constitutes the team's change management process.
- Throughout the course of the project, team members will be required to complete individual assignments and bring their findings to the table for group discussion. In these situations, each team member must be responsible for allocating the necessary time to complete these tasks. This time should include some padding for technical issues. If there is any reason why individual tasks cannot be completed due to technical or other reasons, the team must be informed immediately.
- Each team member will install and utilize a virus protection software for project-related materials. If at any time a virus is detected, the infected files and the offending machine should be cleaned; if necessary, the project team may revert to an older but safer version of the file.
- Each team member will print a final version of the report from their personal workstation and bring it to class on the due date. This will help ensure that printer or other hardware-related problems do not affect the team's ability to deliver a completed and professional report to the client.
- Each team member will be prepared to deliver a brief presentation of the team's findings to the class on the due date.
- Frequent communication between project team members is a critical component to risk avoidance. Communication will occur via weekly conference calls, regular email exchanges, in-class group time, instant messaging sessions, the course Web site (Blackboard), and any other means devised by the project team.
- Where project team members are inexperienced, outside resources will be consulted.
- The project will be divided into a series of major tasks, and the main tasks further subdivided into subtasks. Each subtask will be manageable by and assigned to an individual project team member. Adequate time will be allocated in the schedule and other special accommodations made for high-risk tasks. Critical path items will also be identified by the project team and given special attention to ensure their on-time completion.
- Time has already been allocated in the schedule for preparation for the final presentation.

7.0 Defined Project Activities

The project team has identified the main activities that must be completed as part of the Concord Communications Web Site Redesign Project. In this section, each main activity is described and further subdivided into subtasks. Subtasks are described, assigned to specific team members, and assigned a date due. The project activities defined in this section are used as inputs to the project schedule, which is shown as Appendix A.

7.1 Project Definition

This section describes the activities that the team performed to scope out the project and assign responsibilities, and to create the initial task schedule.

7.1.1 Project Scope

The project team will identify the recommendations previously made in the assessment memorandum to Concord Communications, Inc. that the team expects to further develop into paper prototypes for the RFP. The project team has already completed this task.

Task	Team Member(s)	Date Due
Identify prototypes to include in the report.	All	March 14, 2001
Identify components of the report.	All	March 14, 2001
Assign team members to be responsible for prototype creation and report.	All	March 14, 2001

7.1.2 Project Tasks/Responsibilities Matrix

The schedule presented below is an estimate of the time our project team expects to spend on the Concord Communications Web Site Redesign Project. This preliminary schedule is based on a number of factors and will be adjusted as necessary. This section attempts to describe, in detail, the subtasks involved in the Concord Communications Web Site Redesign project.

Task	Team Member(s)	Date Due
Create preliminary schedule.	Judy	March 14, 2001
Create preliminary WBS and send WBS draft out for review.	Judy	March 18, 2001
Create draft copy of home page and site map, and send out for review.	Bob	March 18, 2001
Return comments on WBS.	Jen/Bob	March 19, 2001

Create detailed WBS schedule.	Bob	March 19, 2001
Integrate comments from team and update WBS and mail out to team.	Judy	March 19, 2001
Return further comments.	Jen/Bob	March 20, 2001
Integrate comments from team and update WBS and mail out to team.	Judy	March 20, 2001
Print out WBS for class.	Judy	March 21, 2001
<ul style="list-style-type: none"> • Discuss Home page and Site map during class. • Discuss Assignment 3 in more detail. 	All	March 21, 2001
Prepare new schedule and distribute to team.	Bob/Judy	March 22, 2001
<i>Homepage Redesign</i>		
Develop new groupings including submenus	Bob	March 17, 2001
Review assessment memo for navigation comments	Bob	March 17, 2001
Layout Page in PowerPoint	Bob	March 18, 2001
Distribute draft for review	Bob	March 13, 2001
Team review	Jen/Judy	March 18, 2001
Revise	Bob	March 17, 2001
Distribute draft final for review	Bob	March 20, 2001
Team review	Jen/Judy	March 21, 2001
Finalize for report	Bob	March 25, 2001
<i>Site Map Redesign</i>		
Develop New Groupings including submenus	Bob	March 18, 2001
Draft layout for team review	Bob	March 18, 2001
Distribute for team review	Bob	March 18, 2001
Team Review	Jen/Judy	March 19, 2001
Revise	Bob	March 20, 2001
Distribute draft final for review	Bob	March 20, 2001
Team Review	Jen/Judy	March 21, 2001
Finalize for report	Bob	March 23, 2001
<i>Internal Page Template Design</i>		
Draft Template with groupings from homepage	Bob	March 18, 2001
Review draft template	Jen/Judy	March 18, 2001

Revise draft template	Bob	March 20, 2001
Distribute draft final for review	Bob	March 20, 2001
Team Review	Jen/Judy	March 21, 2001
Finalize template for team use	Bob	March 22, 2001
<i>Internal Page Redesign (6 Pages)</i>		
Layout page in PowerPoint	All	March 22, 2001
Distribute draft for review	All	March 23, 2001
Team review	All	March 23, 2001
Revise	All	March 24, 2001
Distribute draft final for review	All	March 24, 2001
Team review	All	March 24, 2001
Finalize for report	All	March 27, 2001
<i>Report (Assume 2 Pages Text)</i>		
Review WBS and decide what to include	All	March 24, 2001
Incorporate Home, Site Map, and Internal pages		March 24, 2001
Prepare draft for team review		March 24, 2001
Team review	All	March 25, 2001
Revise	Judy	March 26, 2001
Distribute draft final for team review	Judy	March 26, 2001
Team review	Jen/Bob	March 26, 2001
Finalize report		
<i>Post-implementation</i>		
Prepare PPT presentation	Judy	March 26, 2001
Circulate for review	Judy	March 26, 2001
Team review	Jen/Bob	March 26, 2001
Revise	Judy	March 27, 2001
Finalize presentation	Judy	March 28, 2001
Prepare PPT presentation	Judy	March 26, 2001
Circulate for review	Judy	March 26, 2001
Prepare journals	All	March 28, 2001

7.1.3 General Administration

This section accounts for the general administrative tasks that the team performs weekly to communicate for this project. We assume one hour per week for each subtask for each team member.

Subtask	Team Member(s)	Date Due
Review of team emails.	All	Ongoing
Participation in weekly telephone conference calls.	All	Ongoing

8.0 Project Costs

Based on the information described in this Work Breakdown Structure, the Concord Communications Web Site Redesign Project team has arrived at the following cost breakdown:

8.1 General Administration

General administration tasks include, but are not limited to, in-class project time, phone and other virtual conferences, processing and transfer of project-related files, and email communications. It is estimated that the project team will spend a total of 13 hours on general administration tasks.

8.2 Paper Prototyping and Design

Paper prototyping tasks include, but are not limited to, Web site evaluation, design of the paper prototypes, layout of prototypes into Microsoft PowerPoint, team review of prototype, and prototype revisions. It is estimated that the project team will spend a total of **XX** hours on paper prototype and design tasks.

8.3 Reporting

Reporting tasks include, but are not limited to, the organization and writing of this Work Breakdown Structure (WBS), the deliverable project report, and the deliverable project presentation. It is estimated that the project team will spend a total of **XX** hours on reporting tasks.

8.4 Total Costs and Fees

Based on these time estimates, and a fee of \$100 per hour per resource (with a total of 3 resources), the Concord Communications Web Site Redesign Project team estimates that the project cost will be approximately **\$XXXX** for **XX** hours of work.