

CASE STUDY

EARNED VALUE MANAGEMENT

GENERAL OBJECTIVE

- Apply the earned value management (EVM) tools and techniques to a case study.

CASE DESCRIPTION

The Gaucho Grill Website

BACKGROUND

The Gaucho grill is one of the most traditional grills in Montevideo. It is internationally recognized for the quality of its meat cuts, for its tradition, and for the variety of wines that are available. This restaurant serves the best traditional food in Uruguay and because of that it is considered one of the best dinning places in the capital.

Since its opening, hundreds of tourists make a mandatory stop at the Gaucho Grill tables and enjoy its great dishes. In recent times, the restaurant has adapted to the newest culture, seeking modernization, by focusing on client services without leaving behind its great gastronomical tradition.

PROJECT DESCRIPTION

The new management is focused on offering an added value to their clients beyond their delicious dishes. They have identified website development as one of the priority projects in their yearly plan. By means of the website, they look forward to interacting with their clients and bringing them into the social networks, allowing them to add recommendations for dishes and to share their experiences when they visit the restaurant. Additionally, by using the website it is expected that the clients will be able to look for discounts and promotions as well as make reservations. The management is looking to know their clients better by developing a database to capture client feedback, including complaints.



PROJECT MANAGER

The general manager (sponsor) has delegated the client service manager to assist with the project management. The PM has hired a consulting firm that specializes in the design and development of websites to execute the project.

CURRENT STATUS

The client service manager is working on the project's detailed budget, which is necessary to be presented to the sponsor for approval.

WORK BREAKDOWN STRUCTURE

The WBS is shown in the attached document, "WBS Gaucho Grill Web Page."

COST TABLE (WORK PACKAGES)

Based on the WBS, the following costs for work packages have been identified:

Code	Description	Cost
1.1.1.1	Functional Specifications	\$250.00
1.1.1.2	Technical Specifications	\$250.00
1.1.2.1	Logical Structure	\$400.00
1.1.2.2	Physical Structure	\$400.00
1.1.3.1	Technical Specifications	\$200.00
1.1.3.2	Interfaces Proposals	\$200.00
1.1.4.1	Functional Specifications	\$300.00
1.1.4.2	Technical Specifications	\$300.00
1.1.4.3	Reports Proposals	\$300.00
1.2.1.1	Design Review	\$300.00
1.2.1.2	Coding	\$2,700.00
1.2.2.1	Design Review	\$500.00

1.2.2.2	Coding	\$3,300.00
1.2.3.1	Design Review	\$300.00
1.2.3.2	Coding	\$2,000.00
1.2.4.1	Design Review	\$300.00
1.2.4.2	Coding	\$2,000.00
1.3.1.1	Specifications Testing	\$200.00
1.3.1.2	Integration Testing	\$400.00
1.3.2.1	Specifications Testing	\$200.00
1.3.2.2	Integration Testing	\$400.00
1.3.3.1	Specifications Testing	\$200.00
1.3.3.2	Integration Testing	\$400.00
1.3.4.1	Specifications Testing	\$200.00
1.3.4.2	Integration Testing	\$400.00
1.4.1.1	Specifications Testing	\$1,000.00
1.4.1.2	Flow Diagrams	\$1,000.00
1.4.1.3	User Manual	\$2,000.00
1.4.2.1	Methodology	\$400.00
1.4.2.2	Materials	\$1,000.00
1.4.2.3	Help Menu	\$500.00
1.4.3.1	Formers Formation	\$800.00
1.4.3.2	Support Team	\$400.00
1.4.3.3	Potential Users	\$2,000.00
1.4.3.4	Final Users	\$400.00
1.5.1.1	Providers Selection	\$200.00
1.5.1.2	Hardware Buy	\$4,000.00
1.5.2.1	Providers Selection	\$200.00



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1.5.2.2	Software and Hosting Buy	\$6,000.00
1.5.3.1	Implementation Plan	\$800.00
1.5.3.2	Recruiting the Work Team	\$400.00
1.5.3.3	Implementation Components	\$200.00
1.5.4.1	Software-Hardware Integration	\$400.00
1.5.4.2	Applications Installation	\$400.00
1.5.4.3	System Transference to End Users	\$1,500.00

*Costs in Uruguay pesos

INSTRUCTIONS

Based on the EVM tool, the information presented, and the file, “Cash Flow Gaucho Grill”, answer the following questions:

1. What earned value management (EVM) techniques are used to estimate the EV?
2. What is the time/schedule status of the project?
3. What is the cost status of the project?
4. What is the overall status of the project?
5. In your opinion, what are the chances or possibilities of finalizing the project on time and on budget? Explain your answers.
6. If the project performance continues with the same trend during the remainder of the project, what is your estimation of the total project cost? Present your calculations.
7. If the project performance follows the originally planned behavior during the remainder of the project, what is your estimation of the total project cost? Present your calculations.

RULES AND CONSIDERATIONS

- The document must be presented in a .doc format. If needed, in order to support the calculations, you can submit additional files such as MExcel. These files should be sent as a compressed file type (.zip or .rar). The file must be uploaded to the virtual campus in the specific location established for this purpose.
- The document must be a maximum of ten pages in length.
- Questions related to this deliverable should be channeled through the Inquiries forum.