Hello William,

Your posts, as always, are well-written and laid out. I think this time, you got me with a light bulb moment I will talk about later. I would agree that bottom-up estimating is the best option for Global Green, my worry is that it will drop production to its knees while the estimating is going on. What would you think about only estimating the most important parts to get out the door and keep work flowing? An alternative is to parse out a handful of people to do the estimating. You stated that part-time employees can cause issues; I wonder how they would be fair with these roles in estimating with a supervisor.

It would be hard to argue against how bottom-up lines up with the WBS. It seems like they were meant for each other. The part that surprised me that I didn’t pick up on was your statement on what Global Green is actually producing. You're right in that there is a mix of language in what they produce. The first mini-case did, however, state, “In the new business, Jim focused on editing, sales, and marketing while Brad Mount did the electronic assembly **and** publishing of books for Global Green Books.” That leads me to believe they produce both.

Great write-up on your part; when I am all grown up, I want to write like this.

Reference:

Champlain College. (Year). Mini-case study: Project management at Global Green Books Publishing [PDF document]. Champlain College.

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